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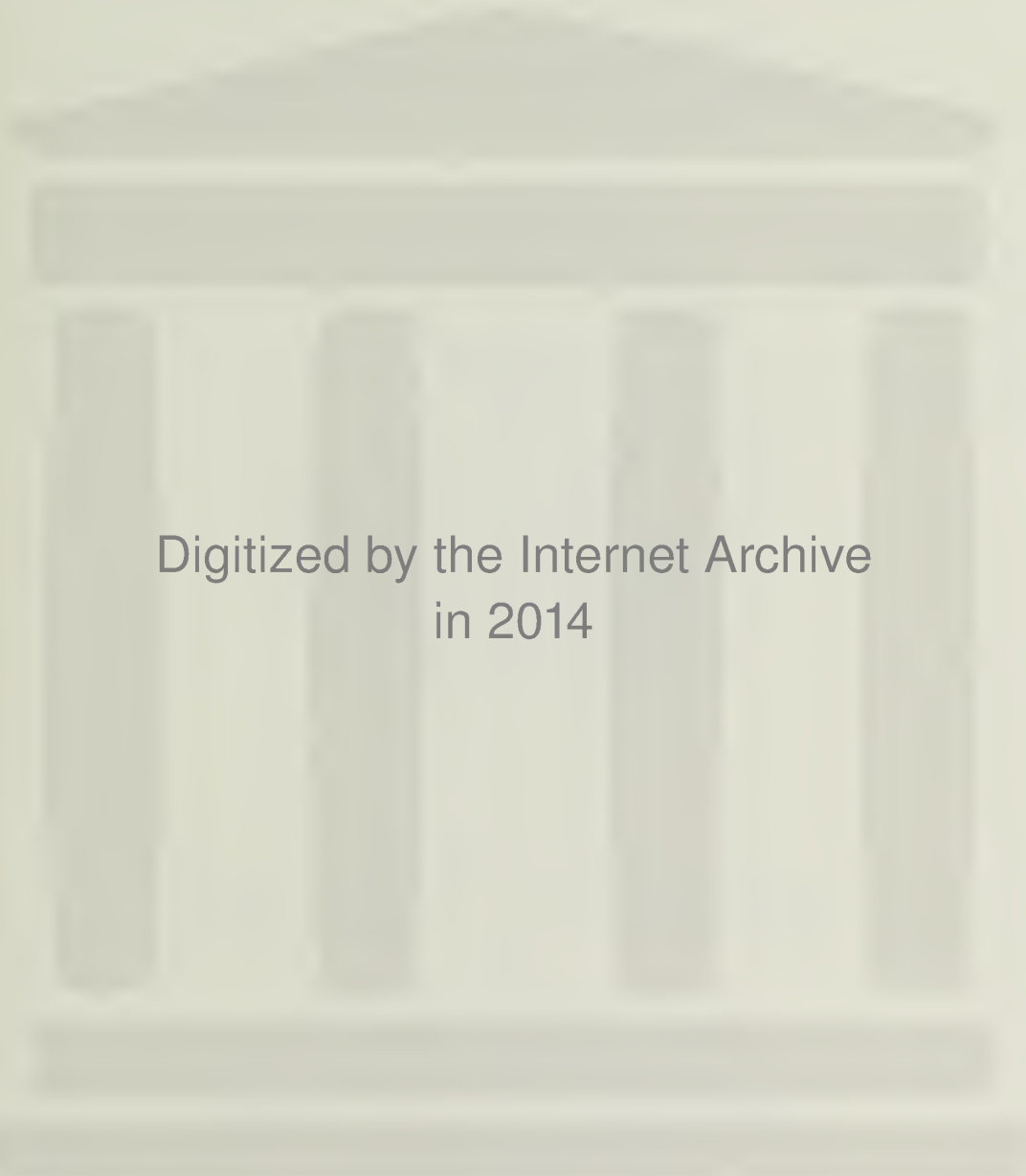

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FACILITY DESIGN OPTIONS

for the Care and Treatment of
San Francisco's Youthful Offenders

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prepared for the

SAN FRANCISCO JUVENILE COURT

by

JEFFERSON ASSOCIATES
and
PATRICK SULLIVAN ASSOCIATES
in association with
Community Research Associates

June 1987

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This report is the next step toward a more effective system of juvenile justice for the City and County of San Francisco. Three different facility design options are presented which support, to varying degrees, the model treatment program proposed in the companion report, issued in April 1987, entitled CREATING A NEW AGENDA. These three options are a new facility located on an undetermined site, a complete remodeling of the existing facility and a listing of recommended repairs that can be accomplished with a $2.5 million construction budget.

The focus of this planning effort has been the central facility including secure residential units with related facilities and the courts with their related facilities. The Youth Services Centers are a critical element of the proposed model treatment program, and the initial planning for their facililities is presented. It would be most appropriate to develop these smaller, less complex facilities within existing structures or by addition to existing structures and therefore do not require as much planning as the central facility.

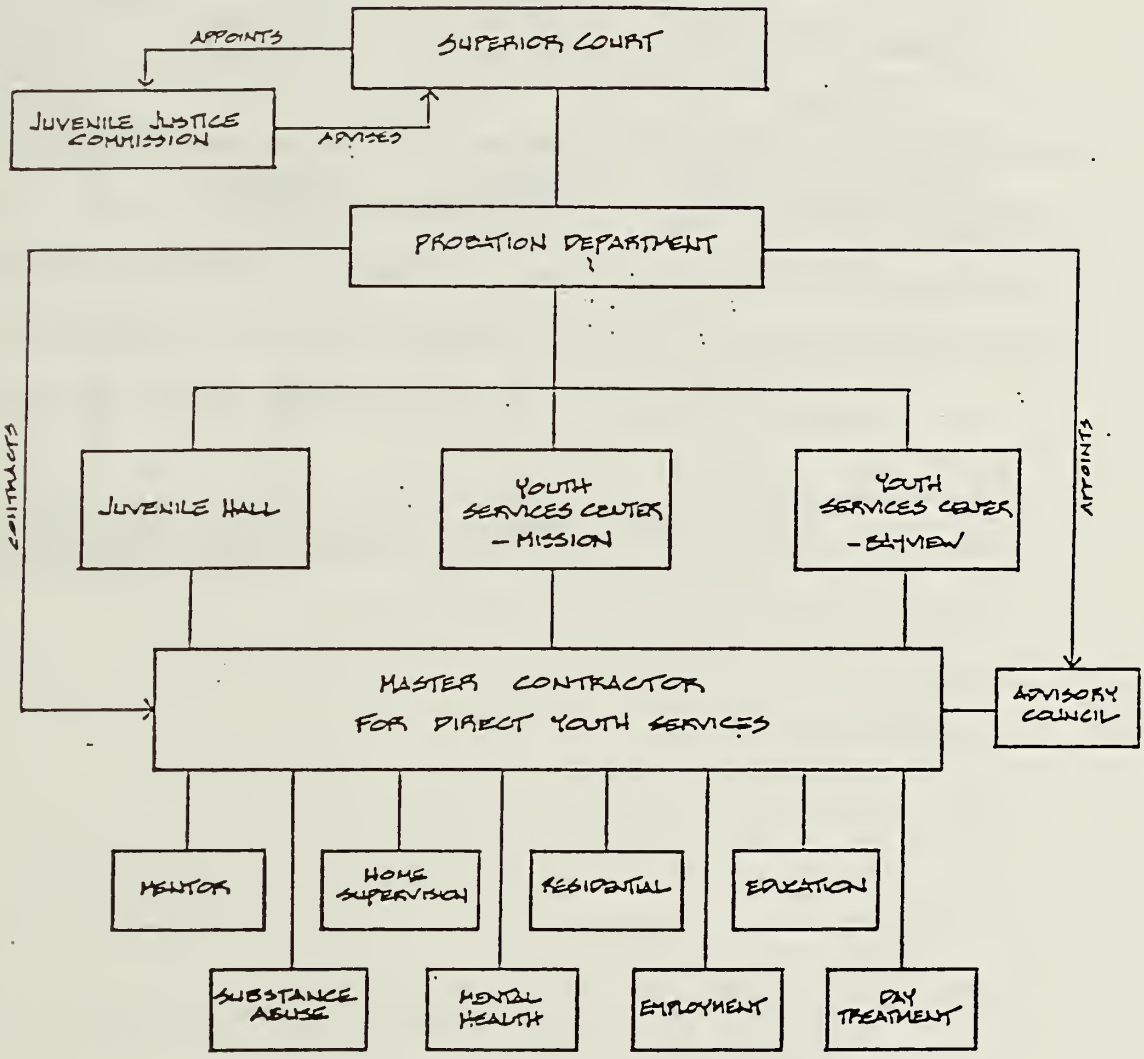
Consistent with the model treatment program, it is essential that any facility planning be developed from the viewpoint of the youth flowing through the system and temporarily living in the facility. The traditional views of police, courts, correctional administrators and victims would not have produced the same buildings this report describes. However, the Juvenile Justice and Delinquency Prevention Act (JJDP), signed into law by the President of the United States over a decade ago, clearly mandates an advocacy posture on behalf of all youths who come in contact with the

system. The planning team has sought to provide a voice representing their best interests through the analysis of many articles published on the subject by recognized authorities in the field.

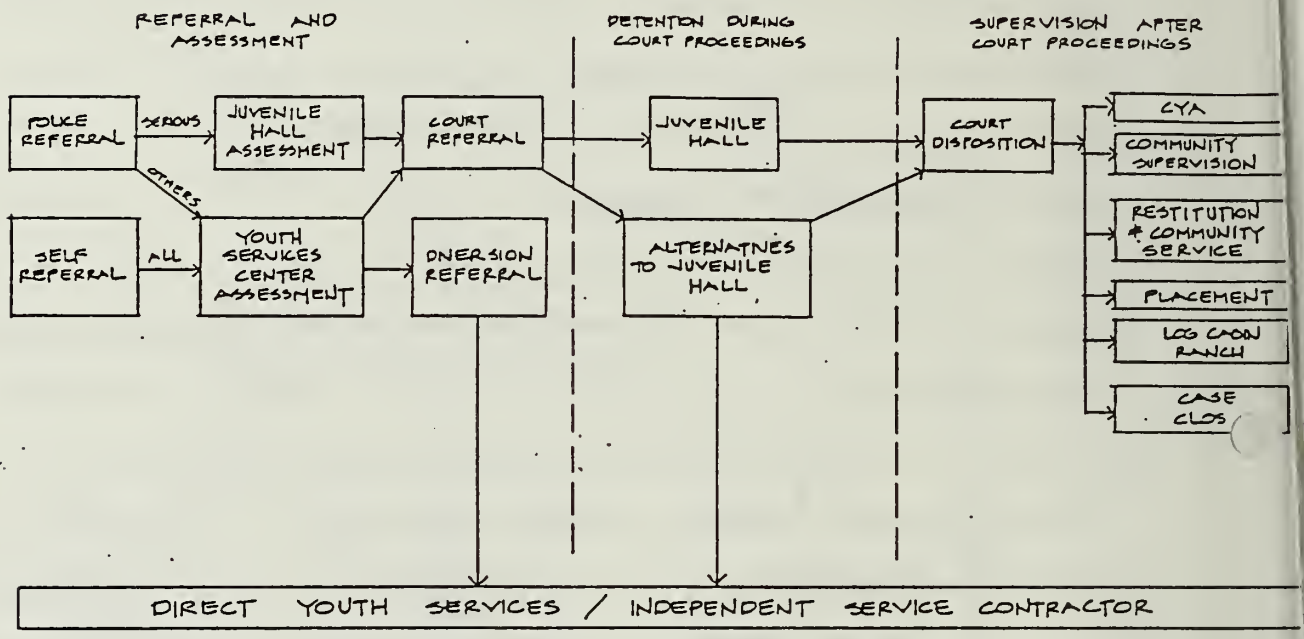
Major themes of the model treatment program are reflected in this facility planning study. The precept that each youth be detained in the least restrictive environment possible becomes a sequence of progressively more intensive supervision, physically accommodated by varying levels of secure detention within the Juvenile Hall. The precept that the Juvenile Probation Department is part of a network of interrelated City agencies, including public health, education and social services, is evidenced by the extent to which these agencies have been integrated into the functional relationship diagrams and conceptual site plans of the facility. This continuity of concerns is critical to the successful design of a physical structure which fully supports the proposed model treatment program. This facility will serve as the framework within which the spirit of the treatment plan is manifested and eventually will facilitate its continuation.

As most people know by now, it costs more to remodel a building than to build a new one. This is borne out in the conceptual cost estimates developed for facility design options one and two. The construction cost of a new facility is estimated to be approximately $16,500,000, while a three-phase remodeling of the existing facility is estimated to be approximately $20,500,000.

NINE MEMBER PLAN IMPLEMENTATION TASK FORCE
(COURT, MAYOR AND BOARD)



MODEL PROGRAM FLOWCHART



It is also difficult to imagine that the City could not successfully reuse the existing facility for another of its many needs rather than demolish over 100,000 square feet of usable space.

The proposed model treatment program is the guide by which the entire facility planning study has been led. Many of the recommendations relating to treatment must be reflected in the physical environment in order to support and encourage successful intervention.

Finally, there does exist a list of recommended minimum repairs which total $760,000. This is intended to serve as a reference for further discussion and provide some basis for determining exactly how much of the available $2.5 million needs to be used to implement facility recommendations and how much should be used to implement programmatic recommendations.

RECOMMENDED MINIMUM REPAIRS*

Safety

250,000	-	Structural Repairs
300,000	-	Fire Sprinklers for Juvenile Hall and Smoke Alarms
20,000	-	Add Handrails and Exit Signs
10,000	-	Alarm From Judge's Chamber to Police Station
5,000	-	Vision Panels in Holding Room Doors
50,000	-	Provide Emergency Generator
$ 635,000	=	Safety Subtotal

Health

~~60,000~~ 20,000	-	Asbestos Abatement sealing (has $49K in hand)
50,000	-	Improve Mechanical Ventilation in Juvenile hall
$ 70,000	=	Health Subtotal

Adequacy

50,000	-	Repair 3 Elevator Door Operators and Make Accessible for the Handicapped
5,000	-	Provide Adequate Interior Directional and Identification Signage
$ 55,000	=	Adequacy Subtotal

SUMMARY OF RECOMMENDED MINIMUM REPAIR COSTS

$ 635,000	-	SAFETY
70,000	-	HEALTH
55,000	-	ADEQUACY
$ 760,000	=	GRAND TOTAL

* Note: After making these minimum repairs, the Juvenile Court should still anticipate continued expensive repairs to many building systems not in this list.

This report presents the results of the initial phase of planning for a new central facility which will support the proposed model treatment plan. A list of the functions that will need to be provided for has been developed. The appropriate size, shape and character of each room has been considered, and whenever possible, the projected staffing patterns have been used to determine the design criteria. Estimates of probable construction costs have been developed by multiplying the proposed building areas by a rough dollar per square foot cost. And finally, the desired relationships of rooms within a building and buildings within a site have been studied. The relationships shown here are the first planning efforts and should not be confused with conceptual architectural designs, which will be the next step.

This report is arranged in eight sections. All of the information described above is contained in Section IV. A NEW FACILITY. This section is the central focus of the entire report because it interprets the physical needs of the model treatment program without also needing to solve existing problems of site constraints or building design. Although the subsection on Site Planning does have an outline the size of a typical "South of Market" San Francisco city block, it is used as a reference only, not a constraint, and does not alter the optimum relationships of the various functional areas.

A section which discusses YOUTH SERVICES CENTERS follows A NEW FACILITY and completes the initial planning phase for all physical facilities required to support the proposed model treatment program. This section elaborates on and clarifies programmatic concerns, mentioned briefly in the recommendations for a model program, in order to better determine the size, character and interrelationship of functions within this facility. A list of building areas and a rough estimate of probable construction costs are included.

With the information developed in A NEW FACILITY in hand, Section VI. A COMPLETE REMODELING answers the question of how the optimum diagram of functional relationships fits within the existing site and which of the seventeen existing structures are salvageable.

Section VII. A $2.5 MILLION REPAIR offers the third and final facility design option. In many ways, this is the easiest of the three options on which to reach general agreement. As identified by the FACILITY ASSESSMENT, there are many problems with the existing facility, and $2.5 million will not solve them all. However, there are some difficult questions to answer here too. Will the City decide to build a new facility on an alternate site or will this facility be gradually improved over the next decade? How these questions are answered will determine what would be the most productive $2.5 million worth of physical improvements now.

The report contains references to national facility planning concerns in Sections III and VIII which create a context for the discussions in between. Section III. FACILITY PLANNING OVERVIEW discusses the philosophy, process and issues that currently underlie juvenile justice planning. This section closes by citing features of the American Bar Association, the American Correctional Association and the National Advisory Committee for Juvenile Justice and Delinquency Prevention Standards which are included in the following three design options.

Section VIII. APPENDICES references national literature and recent successful facilities and the immediate problems identified by the FACILITY ASSESSMENT.

PHILOSOPHY

The development of residential facilities for juvenile offenders is among the most challenging problems confronting planners and designers today. Residential settings for juveniles can be as diverse as the client population, and no single design approach can adequately respond to the variety of program methods now available.

Changing Needs

The juvenile justice system is experiencing a period of accelerated change in response to rapidly advancing juvenile case law, federal and local legislation, improved standards of practice, increasing experience in the field, and changes in the juvenile population. The population at the detention facility will assume a more serious character than in the past. Felons and misdemeanants will comprise a much larger percentage of the institutional population. Despite a projected decline in detention rates, the average length of stay may increase.

Over the life cycle of any residential facility, the demand for change from internal and external sources is inevitable. Admissions rules change; legal requirements change; even the population itself may undergo extensive transformation due to new policies, attitudes, or demographic trends. Programmatic and design solutions appropriate to one type of population and one set of rules risk the rapid onset of obsolescence. Facilities which cannot respond to changing demands and which do not allow staff and administration the flexibility of using spaces according to actual and

developing needs are more hindrance than help in the solution of justice-related problems.

Need for Flexibility

The history of residential facilities for juveniles is marked by inadequacy and complaint. Buildings are often too small, too large, too difficult to manage, too restrictive, or not restrictive enough. Buildings opened with great pride quickly become the object of scorn when the spaces designated for some particular use are not responsive to the demands of a newly desired program, a new population, or different control measures. Often, the fault lies not with the building so much as with the inability of its planners and operators to identify existing and future programmatic needs. The high cost of residential construction for juvenile detention facilities means that buildings are not easily replaced when problems become apparent. Every effort must be made to ensure that new structures anticipate current and future needs and operational constraints, and encourage staff to determine optimal patterns of use through development of versatile spaces and efficient spatial relationships. These goals can be achieved through interactive planning involving participation by all user and consumer groups with an interest in the facility.

Plan implementation may take many forms, including legislative and/or administrative action, public education, agency and service reorganization, exploration of funding sources, and personnel adjustments involving people inside and outside of the justice system. This phase represents the start of facility planning activities. It is doubtful that a level of

specificity, enabling implementation of the most effective and responsive physical settings, will be reached. The object of facility planning is the establishment of operational and physical priorities for each residential or service space required by the treatment plan.

PROCESS

Facilities planning must be concerned with more than the simple projection of a sufficient amount of square feet. Juvenile facilities must embody philosophical and operational precepts beyond the basic requirements of physical health and safety. A productive experience is sought, and every feature about the facility should unite in a concerted fashion to achieve this end. The residential facility is a temporary home to its residents, and it is also the school, the street, the playground, the community of people and events which fill a juvenile's day. To achieve the beneficial purposes espoused for residential care, a great deal of information must be known about the juvenile population the building will house and about the ways in which constructive experiences will be provided to this population. Before the first tentative design ideas are set to paper, pre-design programming must establish the experiential and operational precepts on which the facility design will be based.

Facility planning begins with information regarding the proposed facility's population including:

- the number of juveniles to be housed,
- the offenses which result in their placement at the facility,
- the behaviors anticipated from these juveniles,

- characteristic differences in segments of the population which require special attention,
- previous experiences residents may have had with the justice system, and
- circumstances which residents may face at home and within the community.

With this information, facility operators are able to prepare a "mission statement" for the proposed facility. This includes what it is hoped will be accomplished for the population served. This will contribute to the development of specific programs and services responsive to the needs of juvenile residents and the overall goals of the justice system. Once program intent and methods have been established, a daily schedule of desired activities can be determined, along with corresponding spatial and environmental priorities supportive of daily operations requirements, staff capabilities, and the physical/emotional needs of the resident population.

At this point, architectural programming and space planning can begin. Facilities administration and staff begin the process of enumerating specific functions required in the proposed facility, at the same time describing the space or spaces in which these functions may occur. Functional relationships or connections between various spaces are considered, with attention given to the potential and appropriate mechanism of supervising juveniles within these spaces and moving juveniles between spaces as required. Since residential facilities are 24-hour operations with changing security levels and activities throughout the day,

consideration must be given to behavior management methods and staffing patterns to be employed in response to the daily cycle of activities.

Optimal staff/resident ratios are determined by housing unit size, staff rotation patterns during peak and off-peak hours, and the services available through inside and outside resources, such as volunteers, food service vendors, and education/social service agencies. Each of these matters must be thoroughly investigated with facility operators as part of the programming effort and then blended with a proposed daily operations program to achieve maximum benefit.

Resolution of these issues, in conjunction with the determination of total square footage requirements, leads directly to the conceptual design process and the development of preliminary design ideas for review and consideration by facility staff, administration, and all City agencies. The conceptualization process encourages feedback from all concerned so that continuing refinements in the physical plan, and operational methods can be made prior to committing these ideas to design development and construction.

ISSUES

Twenty years ago, nearly half of our nation's 2,598 juvenile detention facilities contained over 50 beds. With rare exceptions, these facilities had developed a pervasive atmosphere of homogeneity, with little regard for the variety of juveniles housed under one roof. Programmatic uniformity permitted little opportunity to address diverse juvenile needs, and few

distinctions were made between more or less serious offenders. Many juveniles were indiscriminately placed in adult jails, often in contact with adult inmates. In most cases, security was achieved through oppressive methods, and lengthy terms of confinement were common.

Thankfully, circumstances have changed dramatically. Today, although approximately the same total number of residential bedspaces exists, only 20 percent of all facilities contain more than 50 beds. By 1981, the number of residential facilities had nearly doubled to 4,814, with the additions mostly in the form of 7 to 12-bed facilities. Facilities with more than 50 beds declined to 827 (National Survey of Residential Group Care Facilities for Children and Youth, Pappenfort, et al., 1982). Resident classification systems are now common, and juveniles are often directed into programs tailored specifically to their needs. Advanced standards of practice encourage staff interaction with residents and promote the use of physical arrangements that enhance such activity.

Appropriate residential settings advance the quality of juvenile services while satisfying court requirements. In searching for cost effective solutions, communities are exploring the potential merit of the "minimum security" facility. This approach embodies the concept of control through staffing rather than building, and it shows great promise as a programmatically, environmentally and fiscally sound approach to residential care.

Physically Secure

The term security, as applied to residential facilities for juveniles in court custody, connotes a rigid, sometimes callous form of custodial care. American Bar Association standards define a secure setting as a "setting characterized by physically restrictive construction and procedures which are intended to ensure that (a) no persons enter or leave without staff permission; and (b) all methods of entry and exit are under the exclusive control of the staff." The National Advisory Committee similarly defines juvenile correctional facilities as "facilities in which access and egress are controlled by staff . . . usually characterized by physically restrictive construction or location, by procedures intended to prevent juveniles from departing at will."

This reliance on physical means of security has become habitual in the field. Most facilities have steel doors and concrete or block walls. Glass enclosed staff "control" stations are commonplace. Cells contain stainless steel toilets, windows are barred or screened, and outdoor recreation yards are surrounded by fences topped with barbed wire. These devices emulate maximum security adult settings and reinforce the concept that enclosure is the primary objective in secure juvenile facilities.

The problem with this form of facility development is that only a small percentage of juveniles presents sufficient risk or threat to merit such confinement. Many courts continue to express a demand for this kind of restrictive setting, because a few juveniles require overt controls to protect the greater community. The needs of many are unmet due to the needs

of a few. The difficulties presented by the small percentage of violent juvenile offenders are often overwhelming and of such high public profile and community sensitivity that maximum security construction is viewed as the only reasonable response.

In part, the solution to this dilemma rests in not allowing ourselves to be caught by the prevailing dichotomous nature of juvenile residential services. By contemporary convention they are typically either secure detention centers or non-secure shelter homes, group homes, foster care, etc. Given this divergence, it is easy to comprehend why court systems may decide that a secure facility be as secure as possible. Federal regulations have also contributed to the labeling of facilities as either distinctly secure or non-secure. For example, it is acceptable to place a serious offender in a non-secure program while it is not acceptable to place a status offender in even a nominally more restrictive setting.

This situation is the exact opposite of what existed 50 years ago. At that time, the typical residential program served all sorts of delinquent youth. However, abuses resulting from this approach prompted the development of specialized custodial facilities which overcame many of the inequities associated with previous models. These newer programs eventually displaced then traditional facilities and established the custodial model as the most appropriate response to court needs. They became the new tradition.

Unfortunately, the pendulum now swings between secure and nonsecure programs. This has generated few custodial models that are responsive to

the wide middle range of youth needs. The choice between secure or nonsecure services has become the self-perpetuating legacy of conventional wisdom.

Staff Secure

We are now learning that juvenile behavior is the result of many external influences and that productive intervention requires close attention to individualized problems. We are also beginning to understand that juvenile behaviors vary widely and demand equally variable methods of control and management to achieve the greatest positive effect. Yet many juveniles served by our judicial system still receive stereotypical, cut-and-dried responses, the consequences of our dichotomous detention model.

Facilities and programs must become proactive, allowing for adaptable responses to many different kinds of juveniles. Security itself must become flexible, the outgrowth of resident classification systems, simplified casual surveillance, program structure, staffing patterns, greater staff interaction with residents, and staff responsiveness to problems as they arise. Buildings that support this type of operation by assisting staff functions need not be the hard containment vessels prescribed by current conventions and can thereby be made suitable habitations for a much greater variety of juveniles. Facilities of this kind may be designated "staff secure", still physically secure and self-contained, but less reliant on construction materials and hardware to achieve control.

San Francisco's request for improved juvenile services and facilities within the context of fiscal responsibility has prompted a comprehensive analysis of current court caseloads and placement alternatives. The program assessment shows that the majority of juveniles now detained are either in post-dispositional treatment programs, awaiting nonsecure placements, or have no responsible parent or guardian to whom they can be released. These youth constitute no serious threat to community safety or themselves. Many have histories of similar delinquent behavior and most respond well in less restrictive services. This assertion can be readily verified nationally. In those cities which have adopted stringent detention criteria, juveniles who would formerly have been detained are being released to alternative community-based services with no significant increase in subsequent arrest rates.

Juveniles charged with more serious offenses, such as violent crimes against persons or who otherwise exhibit destructive behavior comprise less than half of the current detained population. Mounting evidence has convinced many court agencies that less serious offenses deserve less restrictive and more positively responsive controls. Care within a secure detention environment can and should involve varying levels of security, equally as diverse as the juvenile population served. Staff secure procedures should become an integral aspect of overall facility security.

Staff secure detention is currently gaining support across the country. Direct care staff appreciate the benefits of the more humane and positively reinforcing environments obtainable through the development of residential

settings that focus upon security, control, and productive intervention through intensive staff efforts, as opposed to purely architectural restrictions. Funding agencies are finding this approach equally attractive. Construction costs for minimum security facilities are dramatically less. Construction expenditures of approximately $75,000 per bed for a full service maximum security juvenile facility are not unusual, while minimum security facilities can be constructed for approximately $50,000 per bed. These costs will vary depending on the amount of space provided for common activities within the secure perimeter. The physical design of the facility and the development of appropriate staff attitudes are the essential ingredients in achieving proactive security and services, not additional staff. In fact, the number of staff necessary to control a well-designed facility may be less than what exists now. The aforementioned cost estimates do not include facilities for the courts and their related City agencies, including probation.

Psychological Implications

This introduces the phenomenological aspect of security that is rarely taken into account in the design of detention facilities. Simply put, the facility environment itself can evoke certain behavior and attitude by residents and staff. A juvenile who does not feel safe, who feels threatened by fellow youths, staff or the building, is not likely to behave in a positive manner. He may feel compelled to lash out or to adopt unacceptable behaviors as a means of self-protection. These abnormal behaviors are not conducive to constructive intervention and only encourage a cycle of greater restriction.

Experience and research firmly establish the negative psychosocial consequences fostered in juveniles consigned to harshly restrictive institutional care. Severe restriction and regimentation make no allowance for youths to assume responsibility for their actions, and so do not encourage personal accountability. Instead, repressive materials and spatial/programmatic arrangements offer the expectation of abusive behavior that is too often self-fulfilling. Challenging disruptive action is invited, and productive intervention becomes an impossibility. A destructive cycle is then created that youths and staff are often unable to break.

Where security is primarily a function of staffing and where restrictive construction and programming are replaced by staff interaction, more "therapeutic," less coercive environments can be developed. Such environments are normal, hospitable and familiar to both youths and staff, and they decrease the likelihood of antipathetic response. They improve the opportunity for productive intervention. Safety and security are enhanced by the reduction of antagonistic behavior. A self-reinforcing cycle of positive feedback is initiated.

The architectural design of facilities for juveniles has become an important element in the total scheme of juvenile justice planning. No longer can buildings be viewed simply as practical expedients for keeping the weather out, and the juveniles in. As demonstrated by residential facilities completed in recent years, buildings, besides accommodating the functions enclosed within them, are capable of evoking profound human response. The

physical attributes of space such as light, color and materials, the interrelationships of spaces and elements, and the size and location of spaces all determine how efficiently a building functions as a tool for positive intervention rather than coercive incarceration. Though detention construction has traditionally been characterized by the use of materials and operational procedures emphasizing restraint, recent experience demonstrates the increased effectiveness and manageability of residential settings designed with a philosophy of care and concern for residents.

Many juveniles who require restrictive control at the time of arrest and/or admission exhibit offensive behavior only temporarily. As the situation calms and fears are lessened, continuing overt restraint is not necessary. As juveniles become more accustomed to their situation, outbreaks and "acting out" episodes are often reduced in number, if not eliminated. Consequently, the entire facility need not be constructed to ultimately restrict the resident population. Instead, normalized environments allow staff to respond to disruptive behavior through the use of temporarily more restrictive measures.

External Security

A major problem demanding special attention is external security. Staff and residents must be protected from outside influences, and contact between residents and the general public must be prevented. Control of access on the site will prevent many potentially serious problems. Monitoring of the site perimeter is another means of preventing undesired penetration by the public directly into secure areas of the residential units.

There has been no suggestion that the proposed secure detention facility needs to become a fortress. However, precautions against uninvited access and other threats to staff safety are obvious considerations and may include:

- The development of a secure police drop-off and staff entry area separate from public reception. Though an enclosed sally port may not be necessary, protection of police vehicles, juveniles in custody, and staff at reception is essential. The receiving unit involves entry and egress throughout the day by staff, juveniles, police and approved visitors. It cannot operate efficiently if it is vulnerable to outside disruption;

- The development of an independent public, reception and waiting space. Although the staff position responsible for secure reception may also provide public reception services, public entry should take place away from the receiving unit. No screening of the public for possession of weapons or other contraband is possible until the public is admitted to the building. For this reason, and to assure safety in the staff parking and entry areas, a separate public arrival/waiting area is essential. Metal detectors may be located at the public entry. Access to other facility spaces from public entry and waiting should occur only under staff control.

- Site and building planning must assure the development of a secure building perimeter. This is complicated by the fact that pedestrian and vehicular traffic occurs on all sides of most urban sites. Although the building perimeter itself will present a formidable barrier to intrusion, the public should not be able to approach the outside of the building, especially residential portions, undetected. The use of raised planters, well-defined public circulation routes, earth forms, landscaping, lighting, building setbacks and similar features, which signify zones of trespass, should be integral to the site plan. The public should visually be made aware of spaces in which they are not invited. Staff should be alerted via direct or electronic surveillance when these boundaries are transgressed.

- The building design must allow for windows in virtually every residential area, including bedrooms, living rooms and classrooms. At the same time, the building forms themselves will be the primary security barrier between the interior of the building and visually accessible space outside the building. Independent walks

and fences surrounding the site are not only cost prohibitive but inappropriate for the neighborhood context. Unless all windows orient to the interior of the site, outward views into public space may become necessary. This, in turn, may provide opportunity for visual communication between residents and the public and even verbal communication if windows are operable. A more troublesome problem arises if, for example, bedroom windows look out onto public areas at ground level and the public may approach these windows undetected

Possible solutions to these problems include:

- Architectural arrangement of the perimeter to provide views to interior courtyards to the extent possible, with only limited visual penetration to spaces outside the building site.
- The use of window configurations which permit natural lighting but limited or no exterior view, except when views are to controlled outside spaces.
- The location of bedrooms above ground floor level so that the public may not approach bedroom windows.
- Positioning the building perimeter at some distance from the street, with an interstitial "no man's land" separating the building and public circulation ways. The space between the building and sidewalks may include features which deny or discourage access and landscaping or other barriers preventing visual intrusion; there should be a view out but no view in.

These same concerns apply to any situation where juveniles are outside the building for outdoor recreation or transit from one building to another. Juveniles should not be able to make comments to public passersby. For purposes of safety and confidentiality, the public should not be able to observe or recognize residents in outdoor spaces. Since emergency egress into controlled areas of refuge will be essential, the development of exterior courtyards and play spaces screened from public view and inside the building perimeter may prove a highly advantageous and desirable approach to site planning.

Circulation

The density of proposed functions may entail multi-level development. Further study during schematic phases will be necessary to make this determination. However, should two-story construction become necessary, building design should take into account difficulties commonly associated with moving residents between floors and with locating activities at different levels.

If housing areas are located on one level, with program spaces on another, the constant flow of residents back and forth between these spaces may be problematic if circulation occurs through enclosed stairwells, through capacity-limited elevators, and around corners. Even with small groups in transit, stair enclosures are often an invitation to the assault of staff, since these spaces are difficult to monitor, frequently have blind corners, and provide residents with a vantage point on higher stairs from which to attack staff on lower stairs. In large urban facilities, experience with this problem has often resulted in the use of two staff to move even small groups of residents through stairwells, an obvious staffing inefficiency.

Elevators are also a problem if they are not large enough for the size of the group in transit. Some juveniles must wait at one level while the rest move to another level. Staff usually send some juveniles to the next level where they are received by a second staff person. Even when staff can accompany a group in the elevator, the enclosure of the space may prove conducive to undetected assault of staff, especially if other staff are not expected to be waiting at the arrival point.

These problems are exacerbated when residents are required to transit frequently between housing areas and remote activity areas throughout the day. A single-level passage back and forth may allow for adequate staff supervision and staff intensive monitoring. As the number of transits increases, however, the opportunity for disruptive behavior and assault increases proportionately.

If multi-level construction cannot be avoided, then potential vertical circulation problems can be minimized by the following design features:

- the use of open stairways within large spaces which facilitate easy monitoring by staff from various locations;
- stairway entries and exits into more open spaces rather than into corridors or vestibules which restrict sight lines and/or force large groups into confined areas;
- the elimination of corridors to the extent possible, especially if such passageways are not easily supervised by staff other than those moving with residents;
- the implementation of as few stairways as practical so that alternate routing is not possible. Staff who are moving with residents should not be confused about possible departure or arrival points. Primary circulation should be clear, direct, and easily understood by all residents and staff;
- the development of dining, education and recreation, in close proximity to one another and on the same level so that circulation between these functions is quick and does not require vertical movement; and
- no reliance on elevators for juvenile transit. Elevators tend to slow down resident circulation, limit group size, and force groups to be divided while in transit. Moreover, elevator breakdowns compel alternate routing which may disrupt supervision patterns.

In general, if vertical circulation must occur, then priorities should be established regarding the functions for which such circulation is

acceptable. For example, vertical circulation between high volume or frequently changing activities is not acceptable. Vertical circulation between housing and activity areas will be acceptable only if resident groups are not required to move back and forth between these areas constantly. If regular passage by groups is required between these areas, the areas should be located on the same level. Administration and housing areas may be located on different levels since there is little or no resident movement between these areas. The receiving unit may also be located on a separate level from housing since juveniles will be moving in groups between these areas; intake may thus occur at group level, with immediate vertical access to housing areas on another level.

Site Constraints

Secure residential facilities located in an urban setting must be responsive to problems which are more easily resolved in rural and semi-rural areas. Site limitations and restrictions make adequate space for parking and outdoor recreation, control of public access to the residential perimeter, protection of secure entry/exit areas, and other programmatic concerns difficult to resolve.

NATIONAL STANDARDS

National standards are beginning to promote a fundamental restructuring of secure residential care for juveniles based on improved identification of juvenile and court needs. These standards recognize that maximum security may be appropriate at times, but they recommend an emphasis on security through staffing rather than through primary physical barriers. The

American Correctional Association Standards for Juvenile Detention Facilities' section on "Security and Control" begins with this note:

> The greatest degree of security for staff and juveniles is achieved through positive relationships between these groups. Security measures should be flexible to allow increased and decreased security according to the risks apparent at a given time. Physical security should be as unobtrusive as possible and without barred windows and locked doors to the extent possible. Adequate staffing should minimize the need for physical security.

In further defining secure institutions, the ACA standards state simply that such settings include:

> any facility that is designed and operated to ensure that all entrances and exits are under the exclusive control of the facility's staff, thereby not allowing a juvenile to leave the facility unsupervised or without permission.

No specific provision is made for hardware or construction features. A facility can be secure without such devices. A similar case is made by the National Advisory Committee's Standards for the Administration of Juvenile Justice. Even in "High Security Juvenile Units" (standard 4.219),

> . . . intensive staffing should be preferred over physical barriers and mechanical devices as the means to ensure the safety of the community, residents, and staff. This remains true within high security units as well as in other units and facilities.

The American Bar Association's Standards Relating to the Architecture of Facilities goes further, stating in standard 2.4 that:

> . . . secure settings should provide security measures which (a) instill a sense of security and well-being in facility residents; and (b) rely on increased staff coverage rather than building plant.

Juvenile well-being and safety, derived from staffing, is identified as an integral aspect of security-based care. The supportive commentary to this standard is worth reviewing:

> In order to . . . minimize disruptive incidents, it is necessary to ensure that residents feel safe and at ease in the facility. Secure settings have traditionally used building design to impose severe restrictions on movement and to create minimal environments. The result is buildings that:
>
> A. are inflexible and cannot be used for any other purpose or in any other way;
> B. challenge youths by projecting expectations of destructive or deviant behavior patterns; and
> C. prevent both staff and residents from altering their roles and attitudes within the context of the environment.
>
> These environments seldom consider the comfort of either staff or residents
>
> The importance of this standard is that it does not interpret security as simply controlling the activities of many residents with as few staff as possible, thereby minimizing staff and resident contact. It avoids the routinizing of activities, the boredom, and the brutality that often occurs in facilities designed on maximum security principles, whether for youths or adults . . .
>
> The youth in detention or corrections should not be viewed as deviant, subhuman, or mindless. He or she should be treated with respect, encouraged to form a positive self-image, and provided with an interesting and varied program of activities. The best way to achieve this goal is to reassure residents that they are safe and to maximize staff interaction.

A major catalyst for the recent "new generation" facility designs has been the passage of the 1974 Juvenile Justice and Delinquency Prevention Act. Amended in 1980 and 1984, this federal law prohibits the use of adult jails as a custodial alternative for juveniles. The President of the United States, in signing the reauthorization of the Act, stressed that "... in many communities of our country, two kinds of crime, the serious and ones not very serious, are treated the same; and young people have been

incarcerated for long periods of time...for committed offenses which would not even be a crime at all if there were adults." This Act draws a sharp distinction between these two types of crimes. It also encourages states, local governments, and local administrators to deinstitutionalize those young people who have not committed serious crimes. Recent legislation, case law, and emerging national standards concerned with the problems of juvenile delinquency all focus on changing the traditional response of institutionalization. Schools, parents, police, and the community at large have reexamined their perceptions of juvenile delinquency and their methods of dealing with "socially undesirable" behavior by youth.

Standards set by the American Correctional Association, the American Bar Association, and the National Advisory Committee for Juvenile Justice and Delinquency Prevention have also proven instrumental in the development of new, more responsive approaches to residential facility design and services. Recent research, legal opinions, and the experience of national leaders in the design field have provided strong impetus and direction with regard to investigation of appropriate physical environments for custodial settings.

National standards and case law are increasingly more concerned with ensuring the provision of appropriate residential services and environmental quality. When juveniles are removed from their homes, the courts have specified that the juveniles shall not be deprived of their due process rights and that the doctrines of "fundamental fairness" and "special solicitude" clearly establish a juvenile's right to treatment services. These requirements have significant spatial and programmatic implications

for the development of any secure facility for juveniles. A simple lockdown, with little program content and humane environmental character, is no longer sufficient. The amount and organization of spaces required, as well as the kinds of materials and hardware used, will depend on the level of services and care provided.

National standards of advanced practices for secure juvenile facilities encourage the development of supportive, nonrepressive programs and services rather than the massively regimented, and at times severe, constructs of traditional security units. These standards seek the development of more "normal" settings and programs which encourage constructive participation in goal-directed activities. Spatial inflexibility is seen as a detrimental aspect of traditional secure construction, to be rigorously avoided, since buildings of this type interfere with the staff's ability to conduct daily operations in a manner consistent with changing operational methods.

The ABA describes several features that can contribute to successful facility design which the planning team has attempted to include in the proposed design options. These include:

- Accenting differences among parts of the building through varying spatial characteristics, room shape, lighting, floor level, and ceiling height.
- Allowing for changing furniture layout. Furniture need not be of uniform color and type but should vary from room to room.
- Using a variety of textiles, colors and patterns for walls, floors, furniture, drapes, shades and finishes to avoid monotony.

These ABA standards define goals for the correctional environment in terms such as "normalization," "community," "soft architecture," "personal space," and "adaptive architecture."

Normalization

Enabling juveniles within the juvenile justice system to project an image that does not mark them as deviant.

"Normalization" should be understood as a process and as a goal. Its use in these standards is directly related to Standard 4.9 of the Corrections Administration volume, which requires that the correctional agency "should have an affirmative obligation to provide a safe, humane, caring environment." This places upon the agency several responsibilities, including:

A the development of individuality and self-respect among juveniles;
B respecting rights of privacy;
C developing intellectual and vocational abilities;
D permitting the retention of family and other personal ties;
E allowing for the expression of cultural identity;
F providing opportunities for socializing with peers of both sexes;
G having a choice of recreational activities; and
H ensuring that juveniles are safe from physical and psychological attack and abuse.

These factors should have a profound effect on the design, character, and location of detention and correctional facilities. In particular, the reduction in size of facilities (Standards 4.2, 5.33, 6.3), the choice of a community setting, and the use of volunteer and generic community services should minimize the artificiality of the institutional environment.

Community

The site location is very important because it establishes the "context" of the program and the physical orientation of the building. The ABA establishes a definition for "community" which adds to the criteria for site selection.

Establishing a sense of community involves the location and operation of a detention or corrections facility which depends upon interaction with a community for its educational, recreational, medical, and other resources.

Community

The fact of locating a juvenile facility within the boundaries of a residential area is not as important as the extent of interaction between the community and the facility.

A community setting is of secondary importance to a secure facility, but is the life blood of a group home.

Soft Architecture

A "positive" approach to the final aesthetic appearance of the interior and exterior of a juvenile project is suggested.

A design attitude that results in spaces and buildings that do not present an expectation of destructive behavior.

Commentary

Soft architecture refers to a design attitude that strives to create spaces and buildings that do not suggest that escape, vandalism or disruption will inevitably occur. Spaces which are suggestive of such "negative" behavior often prompt residents and users to attempt to overcome the "challenge" presented by environment, thereby encouraging the proscribed behavior. Thoughtful design and provision of amenities inform the users that their needs have been considered and provided for. In secure settings the fact of confinement and resultant stress factors make this a more significant factor than in other settings.

Experience has demonstrated that, with proper classification of confined youth, a thoughtful interior/exterior treatment using "non-jail" materials is possible. Buildings which separate youth who are disruptive or security problems can reduce the level of construction which must anticipate assaultive behavior. Concrete block can be replaced with plaster-like finishes. Metal doors and locks can be eliminated. Common toilet

facilities can replace the fixture in the room. Construction costs can be dramatically altered while allowing for personalization. These standards recognize that "soft architecture" can lead to higher maintenance costs, but also note that initial construction costs and the costs of reconstruction to suit changing programs will be lowered significantly.

Personal Space

The stress of life in a secure setting requires recognition of the individual's need for some degree of personalization of space, privacy, and territoriality.

Commentary

A. Personalization of space: The right to develop a personal territory is difficult in a secure setting because of the short length of time spent in the facility and the need for staff surveillance. In order to provide opportunities for residents to personalize space, the following should be considered:

1 provide a supply of small rugs, chairs, tables, posters, and curtains of different colors and patterns to decorate rooms;
2 provide books, magazines, and newspapers in the facility;
3 provide craft programs to supply decorations;
4 plan rooms that permit a variety of furniture layouts, and have picture rails for hanging tackboards and posters;
5 provide some individual control of lighting, temperature, and ventilation; and
6 provide surface for murals.

B. Privacy: The need for individual privacy has to be compromised by the secure setting's function to ensure the juveniles' presence at trial or to execute the court's sentence. The agency is also responsible for the youth's physical safety within the facility. However, some privacy must be available if any degree of normalization is to be achieved. In a secure setting, the individual's privacy needs to involve control over three areas:

1 information about oneself;
2 social intercourse with others; and
3 entrance of unwanted stimuli such as noise, smells, or draft.

Decisions regarding the degree or extent of residents' control in these areas should be carefully evaluated and balanced against the facility's legitimate security needs.

C. Territoriality: Territoriality is an important consideration in the design of a secure setting, as the diminution of freedom of choice and individual movement can cause the arousal of territorial needs. In addition, "territorial behavior is instrumental in the definition and organization of various role relationships."

Finally, the architectural layout should anticipate change. Programs, residents, and/or the physical environment of secure detention facilities are all subject to major changes.

Adaptive Architecture

Facilities should be programmed and planned to provide a variety of spatial configurations that can be adapted to the changing needs of programs and operations.

Commentary

If an operational program in a detention or corrections setting is not meeting its stated goals, it is important that facility design should not impede changes in policy, operations or goals. The architectural programs should specify that the building be capable of producing a variety of spatial configuration and room arrangements. The conflicting goals involved in the management of a detention or corrections facility must be clearly articulated, and the appropriate compromises between security, normalization, supervision, individual choice, programmed activities, safety, restrictions on movements, and surveillance rationally sought. Generally, facilities should be designed to provide flexibility in (a) degree and type of security; (b) room relationships; and (c) space use, character, decor, and furniture layout.

A sensitive yet practical approach to the design of juvenile facilities is not only cost-effective, but also exerts positive effect on the treatment program.

SUMMARY

Though the need for community protection in a few specific cases remains unquestioned, equal attention should be given to the efficient and appropriate use of resources, the protection of the juvenile's interests, and the minimization of trauma associated with secure confinement, so that productive intervention becomes a common product of secure detention. Minimum security detention, by favoring security through staffing and supportive architecture, stands out as the option most capable of satisfying these requirements while offering the potential for maximum flexibility and responsiveness to changing situations.

Buildings are not inherently flexible and responsive, especially where maximum security construction and materials are employed. Only people can provide the element of finely tuned variation. Given the opportunity and the tools, staff can accomplish security and safety without resorting to more oppressive methods. Minimum security facilities can support the model treatment program effectively by serving as an open framework within which staff can impose order and structure as needed.

MISSION STATEMENT

Staff interviews during the Facility Assessment phase have identified numerous difficulties with regard to the physical environment, population management, and general performance of physical plant. Many of these problems result from the fact that the existing facility was designed to serve a very different population. In 1948, a less restrictive environment was required. Then, too, operating principles, such as daily programs and services as espoused by case law and both state and national standards, were less sophisticated and demanding.

The system of youth services in San Francisco is now confronted with the need to resolve extensive problems which have mounted over the years. Local authorities have determined that positive response to these problems must be accomplished through wide ranging revision of court-related services and also through extensive modification of the system of security-based residential care. In this latter regard, change will be effected either through complete rehabilitation of the existing physical plant or through construction of a new facility at the existing site or at a new site, yet to be determined.

Goals and objectives for the design of a new facility are now being clarified, and several major concerns must be addressed as part of the initial planning and conceptual design process. Advanced standards of practice as specified by case law, professional organizations, and state regulatory agencies should be used as the basis for any site reorganization

or new development. In this way, effective and appropriate policies, procedures, programs and services can be implemented consistent with all current requirements of law. Residential operations must ensure that the public is protected from juveniles housed at the facility who represent a risk to community safety. Detention services are one option in a broad range of juvenile services intended to break the cycle of delinquent behavior in the life of each youth. The residential setting should provide a safe and stable environment in which residents will have the benefit of a supportive environment intended to assist them in regaining control of their behavior. Coercive control, while necessary at times, is not seen as an underlying operational tenet; instead, the fundamental purpose of this new treatment program will be the provision of therapeutic intervention to encourage youths to cooperate fully in the court process, participate in goal-directed activities and services of their own volition, and take responsibility for their actions so that they may be successfully reintegratated into their community.

The secure detention facility must prevent unauthorized egress and external contact between the public and residents. Emphasis should be placed on building arrangements and materials which support positive intervention efforts and staff control by interaction with residents and casual staff surveillance. Staff must be able to support one another at all times, to respond immediately to emergencies so that opportunities for disruption and harm to both residents and staff are minimized. A building which promotes such positive, rather than restrictive, control will be less likely to foster regimentation and overt restraint. Physically restrictive interior

room arrangements, hardware and materials often prove counterproductive to overall program intent.

Planning and design for residential detention services should also take into account existing operational problems in the following areas:

- internal circulation
- staffing efficiency
- educational services
- food service/dining
- residential and public access to courts, private interviews and visiting
- housing environment
- external recreation
- maintenance and repair

The development of clear, direct circulation which permits easy supervision and control of residents' movement throughout the building is a high priority. Alternate routing may result in uncertain support of staff covering resident in transit.

Staffing efficiency is critical to the success of future operations. Housing units should be of a size which permits management by as few staff as possible while maintaining appropriate levels of interaction between residents and staff; excessive staff should not be required to supervise residents individually circulating or in activity areas outside of the housing units, such as school, admissions, medical, and temporary holding. These areas should be arranged to allow for a minimum number of staff to provide adequate supervision. Reduction of supervision staff will permit more efficient use of existing resources to home and community-based services.

Education and dining functions should be centralized partly to reduce the number of staff needed for back-up supervision. Teachers will benefit from sharing adjacent classroom space and direct access to educational materials and equipment. Youths may move between classrooms to receive different types of instruction, thus maximizing program flexibility. Youths will also experience a more normal situation by leaving their housing units to attend classes, just as they would at home. Excessive time should not be spent within the housing unit in order to reduce the perception of being institutionalized.

Central dining will have a similar effect. Food service, either cafeteria or family style, directly from food preparation areas should help improve the quality of the food, since it will not require reheating.

A major design objective is to provide a setting which emphasizes the positive human values of self-worth, dignity and personal esteem for all youths. Respect for the privacy and individuality of each youth should be reflected in the physical design. This will help avoid the unacceptable behavior frequently associated with institutional confinement. Individual bedrooms, small group size, and comfortable and easily maintained living spaces, which permit a range of activities, space, natural lighting, and access to outdoor areas will promote a sense of normality. They will provide further evidence that these youth are the object of care and concern, and convey the expectation of responsible behavior.

Detained youths should have access to their family, counselors and legal advisors in rooms conducive to the private conversations and an unforced exchange of information. Too often, these activities occur in areas which are not intended for these purposes , with the result that visiting becomes an intrusion into the daily experience. Visiting and interviewing should become positive experiences to which residents may look forward.

Any renovation or new construction should have as a premise easy maintenance and repair. When a building is allowed to suffer damage or normal wear and tear without immediate attention, the apparent disregard for the building is easily translated by youths into a lack of concern for them. An attitude of indifference should be avoided through the use of finish materials that allow both staff and youths to attend to daily upkeep and minor repairs.

Facility planning must also be concerned with flexibility. There should be an ability to change the way space is used as needs change, to use spaces in various ways throughout the day, and to accommodate a wide range of activities according to staffs' constant reassessment. Buildings which force activities to occur in rigidly prescribed ways inevitably restrict staff responsiveness and soon become obsolete. Conversely, buildings which permit flexible use patterns and a variety of activities enhance staff productivity and an increase life expectancy. Many of the problems confronting staff at the Youth Guidance Center are the direct result of the buildings' inflexibility. Any replacement or revision must ensure that change in response to evolving priorities is easily accomplished.

In summary, facility planning and design must address the primary operational concerns of community protection, internal safety and control, positive intervention, normalized living areas, advanced programs and services, and flexible patterns of use. The proposed facility must encourage a high degree of interaction between residents and staff as a means of security without demanding excessive staffing. The residential environment should suggest that deviant behavior is not anticipated by residents at all times but that adequate controls are available when such behavior occurs. Opportunities for residents to respond constructively, should be sought both in the program and the physical design. Spatial planning should facilitate communication and contact between staff and should promote an efficient use of staff resources in supervising residents and providing direct services and care.

POPULATION PROFILE

Residence Capacity Development

Many factors influence the conceptual development of appropriate housing for the proposed San Francisco juvenile detention center. Unit size, staffing efficiency, ease of staff support, relationships between residential and program spaces, the need for clear internal circulation, access to outdoor areas, and the total number of youths to be served are all issues that must be resolved. Licensing regulations and advanced standards of practice regarding the residential environment do establish specific parameters that guide the conceptual design.

Although youths will be engaged in program activities elsewhere throughout the day, they will be involved in small group activities on the unit during evening hours. They may also return during the day, after classes are completed, for less structured personal time. The residential environment should be perceived by the youth as a place within which productive activity may occur without undue restriction and regimentation. Staff must be able to exercise control, prevent disruption, and respond effectively in times of crisis. However, the residential environment does not need to be so restrictive as to force unvaried and inflexible patterns of resident conduct which coerce, rather an encourage, compliance. Residences must be the starting point from which youths learn that they are expected to behave responsible and to respect their surroundings, their peers and the staff. If this attitude can be encouraged, it can carry through to all program components at the facility. Residential design should provide youths with a noncoercive experience through spatial arrangements which allow for efficient casual staff security of groups and individuals and variety of activities within the unit.

Residential units should provide space for not more than nine youths on a regular basis, with temporary expansion capacity, via double bedrooms, to ten youths maximum. This will allow for sufficient staff supervision and interaction with youths under normal circumstances. Staff have suggested that groups of ten youths represent a controllable size for day-to-day function. Staff impressions are consistent with detention experiences nationally which reveal that adequate staffing ratios are achieved when supervision staff to youths ratios equal between 1:8 and 1:12. Existing

residential units contain twenty youths with three staff. In the interests of achieving staff efficiency with ready support from outside the unit, the report recommends a maximum of ten youths per unit with one staff per unit during the hours in which youths are awake and active. California Minimum Standards for Juvenile Halls, as revised in August 1983, state that: "During the hours that minors are awake, one wide-awake child supervision staff member on duty for each ten minors in detention [is required]."

Assuming the use of proposed detention criteria, it was determined that by the year 2000, sixty-three detention bedspaces would be required during seasonal peak population periods. Average daily population would be somewhat less, but with occasional periods of peak occupancy. Separate accommodations are required for temporary lodging at admission, high rise/high security residences, normal security males, and normal security females. Coeducational lodgings are permitted for reception and high security units. Only one or two females will typically be housed in high security. Population data reveals that fifteen percent of the resident population may be considered high security risks, and twenty percent of the total population will be female. Juveniles being held in reception will account for twelve percent of the total population, with potential reductions given the development of alternate intake centers in the community. Statistical data supporting these statements are now being processed and will be included in the Final Draft report.

Normal security residential units should contain eight bedrooms of 100 square feet each and one of 120 square feet for occasional double occupancy

use. Although single occupancy beds are essential in reception and high security and are preferred in most cases, the option of a double occupancy room could be used as a reward, when a youth may benefit from the presence of other youths, and would be acceptable as a means of accommodating infrequent peaks for short periods. American Correctional Association (ACA) standards allow a maximum of twenty percent of the youths in any residential unit to be lodged in double occupancy rooms. This standard is met with this proposed configuration.

For a nominal capacity of sixty-three youths, residential units would be allocated in the following manner:

Receiving (12% of total)	63 x .12 = 7.5 or 8 beds
High security (15% of total)	63 x .15 = 9.4 or 9 beds
Male/staff secure (57 % of total)	63 x .57 = 35.9 or 36 beds
Female/staff secure (16% of total)	63 x .16 = 10.0 or 10 beds
	63 beds

Since high security youths require single occupancy bedrooms, this unit should be configured with ten single bedrooms. Normal security male residences would consist of four units of nine bedrooms each for a total of thirty-six bedrooms. Female residences will require eight single bedrooms and one double bedroom. The reception unit provides temporary lodging at intake for case investigation, assessment, and holding while awaiting release or transfer to community services. It should contain eight single bedrooms. The inclusion of two additional single rooms for temporary, medical-related holding should be considered. Although a medical observation/isolation room will be included as part of the medical unit, this room is intended for juveniles exhibiting severe illness and health

complications. Juveniles with minor illnesses who cannot participate in daily programs will either have to remain in their residential unit under supervision or be temporarily transferred to reception where they can be monitored by staff in the reception unit at all times. The availability of ten bedrooms at reception will also accommodate fluctuations in both the reception and medical holding population, an added advantage since the reception function is most prone to frequent population peaks.

Thus, housing development requirements for the year 2000 are projected as follows:

Residence Types	Number of Housing Units	Nominal Capacity	Peak Capacity
Receiving	1	8	10
High Security	1	10	10
Male/staff secure	4	36	40
Female/staff secure	1	9	10
	7	63	70

Initial planning of the residential areas should allow for seven distinct units and the optimum relationships between units and other related activities. For example, although direct connection between intake and reception is essential, other residential units need not be so closely related to intake. Conversely, while normal security residences require close association to central dining and education functions, virtually no connection at all is needed between these activities and reception since juveniles at reception will not depart their residential area for these services.

Similar to juveniles at reception, high security youths may not leave the unit regularly, but certain services may instead be brought to the unit. Both the reception and high security units will share similar environmental features in terms of construction materials, internal control mechanisms, sanitary fixtures, etc. Youths in high security will require more intensive staff supervision while in transit within the facility.

Although a nominal capacity of 63 youths is proposed for master planning purposes, this report recognizes that continuing evolution of the juvenile justice system in San Francisco may decrease the need for bedspaces initially, with additional capacity to be added only as necessary. The master plan and design should incorporate the ability to build fewer residential units initially while providing the infrastructure for their inclusion in the future as needed. For example, the elimination of one residential unit for normal security males would still provide an initial nominal capacity of fifty-four for the entire facility and a peak capacity of sixty. Moreover, this should provide sufficient capacity for anticipated population needs through the late 1990s, assuming proposed detention criteria are adopted and alternative community services are developed. Twenty-seven beds would be available on a regular basis for normal security males with a peak capacity of thirty, totals consistent with needs projected for 1990 and beyond. Only slight extra capacity would be available in other residential classifications during the early years of operation.

This sort of phased construction, with an initial capacity of fifty-four and an absolute peak of sixty, will allow local authorities to assess the need

for additional expansion through continuing examination of actual bedspace demand. There will be some room to spare in the beginning, but as time progresses and the population at risk increase, planners should be able to note either more frequent incidents of full capacity or, with the success of community alternatives, a decreasing reliance on secure detention. In the latter instance, no new construction would be necessary. If, however, overcrowding begins to occur, then steps can be taken to construct an additional residential unit in response to peak population demand. More important, facility operators will be able to determine the type of residence required based upon experience. While current projections indicate the probable need for normal security lodgings, in reality the continuing diversion of lower risk juveniles to community resources and the resulting detention of primarily more high risk, assaultive, or behaviorally difficult youths may require additional high security residences.

In any case, the master plan should allow for the provision of either six or seven residential units, including the receiving unit. With 60 youths participating in education, dining and recreation programs, the spaces for these central activities should be sized accordingly. Given that accurate projections of either current or future bedspace requirements for reception and high security accommodations is difficult at best, development of the full complement of ten beds each during the initial construction is the most reasonable operational and economic approach. Should the City decide to build fewer than six residential units initially, a total of seven units should still be capable of being added without disruption of residential operations.

ISSUES, OPTIONS AND RECOMMENDATIONS

Seventeen key issues which determine the arrangement and character of the facility are listed on the following pages, along with the major options considered by the planning team and the current recommendations. These recommendations are consistent with the intent of the proposed model treatment program and reflect the direction of national standards. Many of these issues have been discussed in Section IV.B, Planning Standards, of the companion report, CREATING A NEW AGENDA.

Most of these issues involve only the residences and so would not affect the planning of the majority of the facility. Where possible, the recommendations for residential design have been extended to provide continuity throughout the entire facility.

ISSUES	OPTIONS	RECOMMENDATIONS
Appearance of Facility	Accessible, responsive, human scale, warm, serious -or- Remote, institutional, cold, punitive	Appearance must support the philosophy of the model treatment program, therefore, it should be accessible, responsive, warm, and human scale.
Central Facilities	Secure; shelter units share central facilities -or- Separate self-contained units	Shared facilities: Administration Counseling Food Services Recreation Medical Education On-the-Unit: Laundry
Classification Assessment	Temporary holding residence -or- At receiving	Temporary holding residence with 8 bedrooms for diagnostic assessment; 2 medical isolation bedrooms
Segregation	Segregated by sex -or- Coeducational	Segregation in normal residences Program facilities should be coed. Coed at high security and temporary holding residences only

ISSUES	OPTIONS	RECOMMENDATIONS
Security	Perimeter security -or- Residence security -or- Bed security	Hierarchy of security levels: Stress perimeter and Zone security Room security optional
General Safety	Two-way communication	Voice activated at central control stations
Discourage Vandalism	Building materials selection and surface treatment	Surfaces and furniture which can be repaired replaced easily and economically
	Repair policies	
	Intensive staff/youth interaction	Avoid boredom; Surfaces which show concern and accept personalization
		Stress staff involvement and visual supervision
Flexibility	Changes in program	Modular room sizes which can accommodate many functions
	Population growth	
		Flexible furnishings and controls
Indoor Recreation	In the residence	Dayroom space and additional activity area
		Provide room for several simultaneous activities, such as board games, reading, writing and television viewing

ISSUES	OPTIONS	RECOMMENDATIONS
Visiting	In the residence -or- In the bedroom -or- Allocated visitation rooms	Visitation will not occur in the bedrooms Allocated "multi-use" rooms in each residence will accommodate counseling, etc. Family visitation will be indoor/outdoor type in the dining area, not on the unit
Residence Size	8 to 24 youth per unit	8-12 bedrooms per residence; maximum 10 youths
Bedroom/Dayroom Relationship	Corridor arrangement -or- Cluster arrangement	Provide rooms which are arranged around a central activities area; visual access to each bedroom door should be convenient
Number of Youths one Bedroom	Single bedrooms -or- Double bedrooms -or- Multiple occupancy bedrooms	Single bedrooms with some doubles for "reward" at peak times ACA standards suggest no no more than 20% of the bedrooms should be available for double occupancy
Bedroom Size	70 SF minimum for single -or- 100 SF for single -or- 120 SF to accommodate double	120 SF double; no more than 20% of the rooms in each residence 100 SF for each bedroom 70 SF for secure bedrooms

ISSUES	OPTIONS	RECOMMENDATIONS
Bathrooms	Group bathing -or- Private individual bathing	Individual bathrooms with a shower, sink and toilet
Bedroom Furnishings	Fixed or flexible Uniform or variable	Fixed steel beds in high security bedrooms; flexibility in all other bedrooms Writing areas in all bedrooms Night lights in all bedrooms
Doors and Locks	Electric or manual locks Steel or wood doors	No electric locks Wood doors in "staff secure" residences Door locks should be controlled by staff from outside the bedroom

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SPACE PLANNING, THE RELATIONSHIP OF ROOMS WITHIN A BUILDING

COURTS AND RELATED CITY AGENCIES

Preliminary discussions with YGC staff and court officers indicate a need for a facility that supports two large courtrooms and four smaller hearing rooms. This assumes that dependency court proceedings will continue to be held at the same location as delinquency proceedings. This number may be halved if dependency proceedings were conducted elsewhere, thus reducing the current strain on the Juvenile Court and delays for the youths and their parents.

The image of these facilities should reflect both the philosophical and operational importance of the court proceedings, and should convey a sense of dignity and responsiveness to human needs. The courts should be closely associated with the administration and public entrance and waiting areas. These areas should be highly visible portions of the project, easily identified by the public. Easy access should be provided from public transportation and automobile parking. Visitors should be greeted with respect for human values and personal dignity. The civic aspects of the building's image should represent a clear architectural statement of the internal activities which make this facility unique.

Central administration will be able to share the use of the courtroom spaces when they are not occupied by court activities. Public gatherings, staff meetings and training sessions are possible alternate uses. To satisfy this multi-purpose function, access should be directly from the main public

entrance and waiting areas. The large courts will accommodate a gallery of fifty people with the judicial bench raised and future jury space and litigation areas provided. Court personnel, including a clerk and a bailiff, will be present, and their activities require spatial accommodation. Movable furnishings provide maximum flexibility. Video presentations are anticipated. Natural daylight improves the environment of the court and public spaces. Exterior views should also be considered. The traditional formal arrangement of court proceedings will be respected while creating a plan that can easily be modified by alternative furnishings and functions.

The judges' offices should be adjacent to the courtrooms with a separate secure entrance from reserved parking areas. Several secure holding rooms with access from the secure residential units and separate access to the court will be located along a security corridor linking the rear of all courtrooms. Direct access from each courtroom to a conference room for deliberations should be provided. Two separate waiting areas will provide witnesses with direct access to both the main public lobby and courtrooms; one for the prosecution and one for the defense. Security through perimeter and staff control will be provided by the building itself and the proximity of support functions. All staff are expected to respond during an emergency. Crowd and noise control is imperative.

The four smaller hearing rooms should accommodate judicial personnel and reflect the formal court configuration. The gallery will be flexible in layout, accommodating twenty visitors. No jury space is required. The

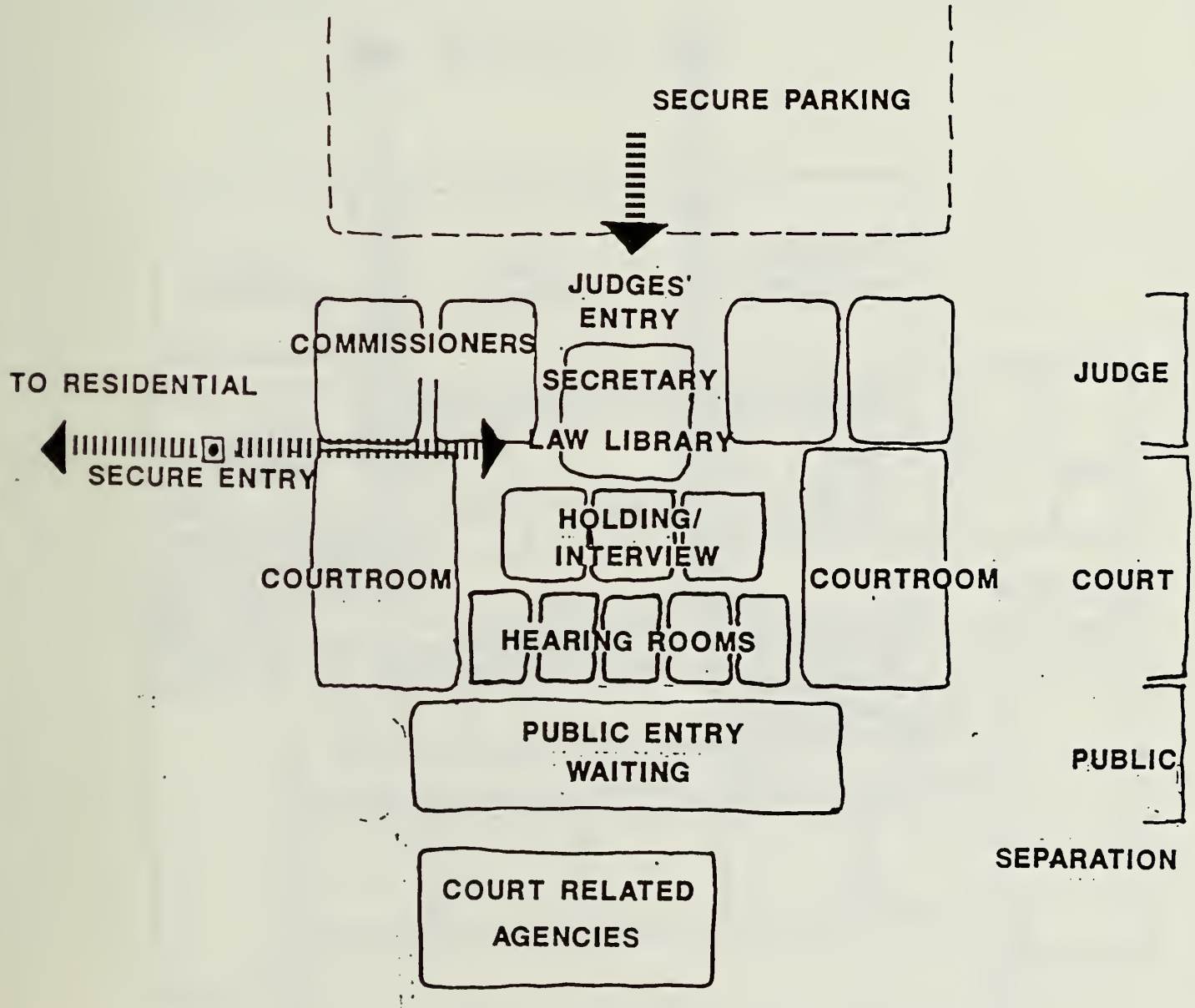
hearing rooms are to provide the same opportunities for court staff and judiciary to maintain formality appropriate to court proceedings so that judicial authority is enhanced. These hearing rooms will be located adjacent to the main courtroom. Access to control waiting areas should be convenient.

Workspace for visiting attorneys and offices for client interview/ conferences will be located near the courtrooms, hearing rooms and public waiting areas. This allows for confidential discussions between legal counsel and clients prior to or during court appearances. These areas should be located throughout the plan, available for use as needed by staff and the public.

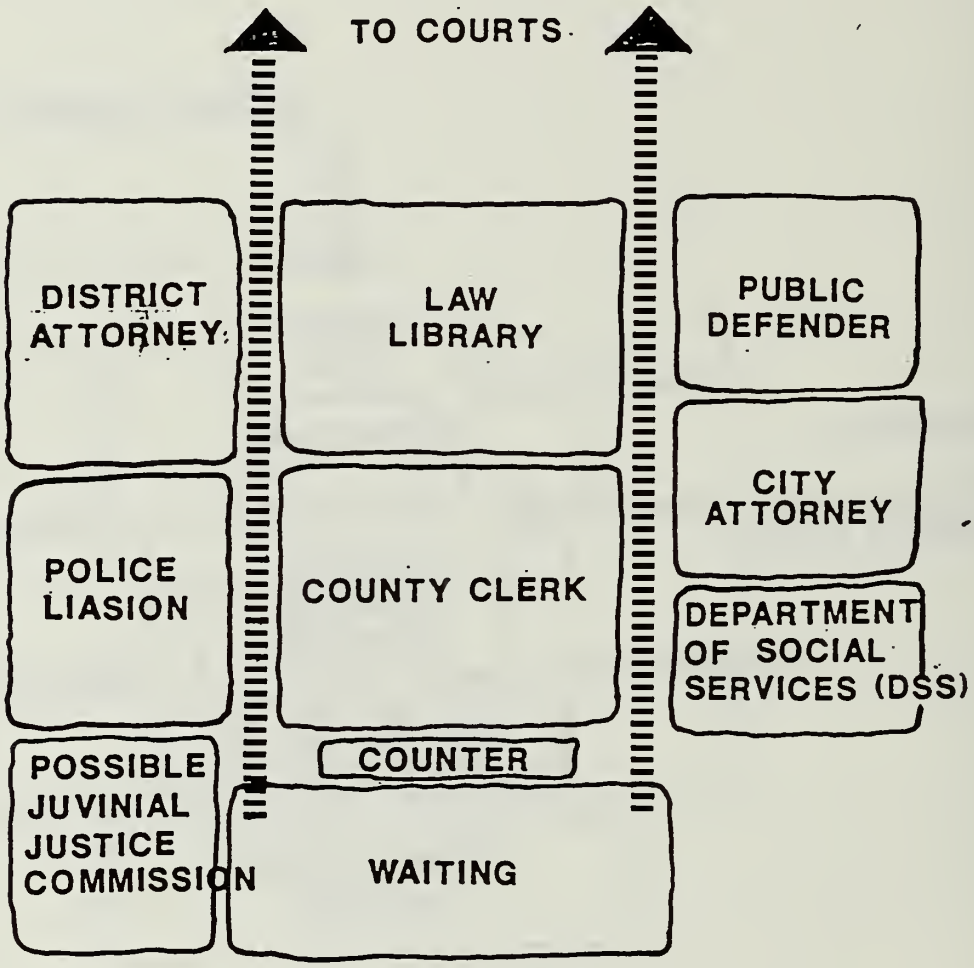
Two large offices should be provided for judges and four smaller offices for commissioners. These offices need not be attached to the courtrooms and hearing rooms but will be accessible to them and to administration, clerk areas, and conference rooms. A workroom for paralegal assistants and a legal library should be conveniently located to the judicial offices. Some secretarial/reception and waiting space may also be necessary.

The County Clerk's staff provide direct support to all courtroom operations, including records keeping and preparation of court documents. Immediate access to the courtrooms, judicial offices and administration is necessary from this office, with access by other staff and attorneys unhindered. Separate lockable rooms should be provided for active file storage and for

equipment such as printers, microfiche readers, etc. Workspace and personal storage for other court clerks and bailiffs are also required.

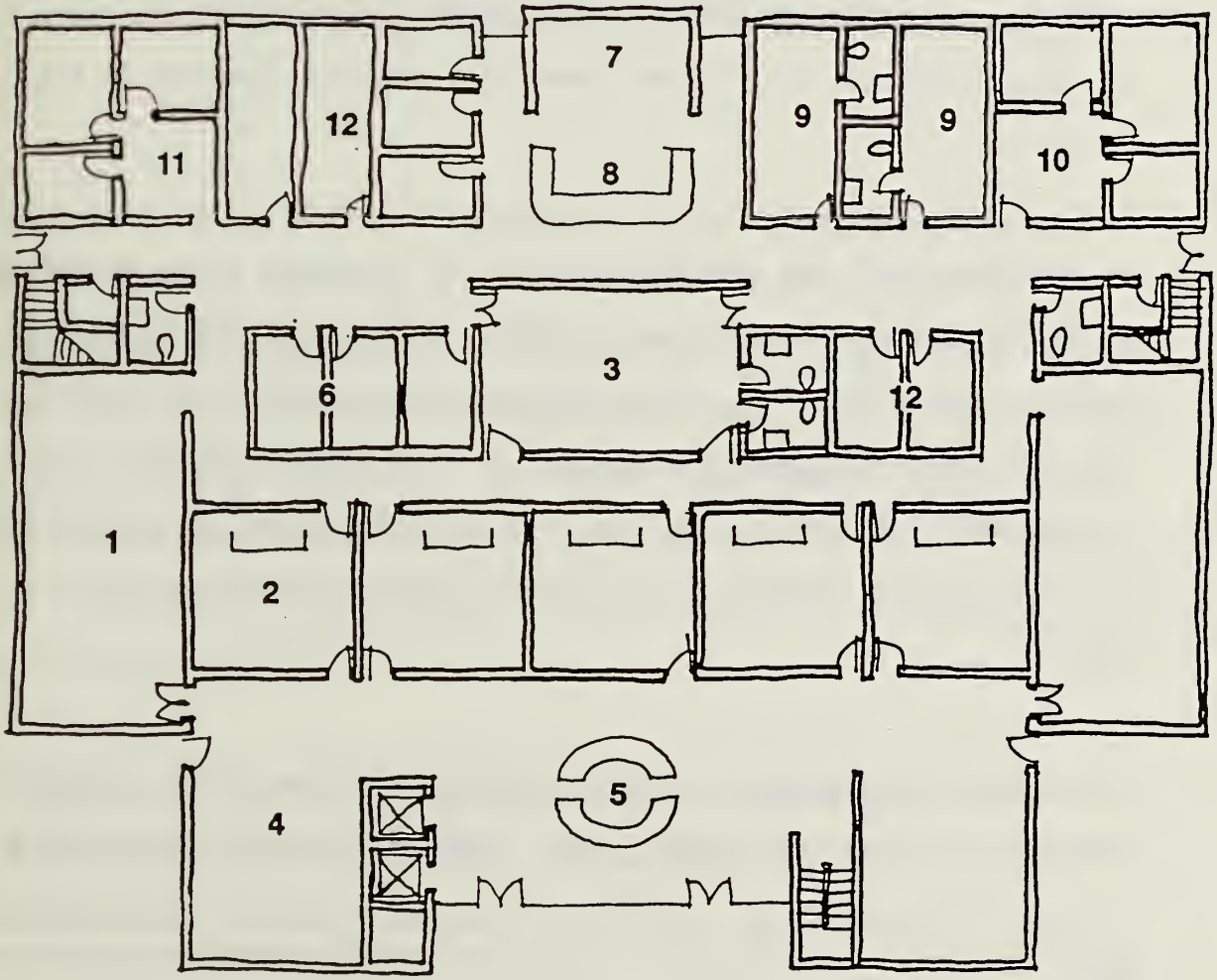

SECURE PARKING
JUDGES' ENTRY
COMMISSIONERS
SECRETARY
TO RESIDENTIAL
LAW LIBRARY
SECURE ENTRY
HOLDING/ INTERVIEW
COURTROOM
COURTROOM
HEARING ROOMS
PUBLIC ENTRY WAITING
COURT RELATED AGENCIES
JUDGE
COURT
PUBLIC
SEPARATION

RELATED CITY AGENCIES



COURTS

1 COURT ROOM
2 HEARING ROOM
3 JURY
4 WAITING
5 RECEPTION
6 HOLDING
7 LAW LIBRARY
8 RECEPTION
9 JUDGE
10 PUBLIC DEFENDER
11 DISTRICT ATTORNEY
12 OFFICES



ADMINISTRATION

As emphasized throughout the study, it is the intent of the planning team and the Probation Department staff to provide flexible spaces which may be used for future changing needs. This applies to spaces not only within the detention center and administrative offices, but to common areas which may be used by staff or the public as needed. If more space is needed for offices, it should be readily available or at least easy to add. For this reason staff has recommended that small multiple-use spaces not assigned to any particular division be distributed through the facility. These spaces may be used as needed by the Probation Department staff, visiting staff located outside the Center, other City agencies' staff, volunteers, attorneys and others as temporary work areas, interview/meeting rooms, additional storage, etc. These spaces will simplify expansion in the future.

In addition, staff has suggested the need for a central lounge area where staff from various divisions may assemble for intra-divisional meetings and informal discussions. An area of this sort may also serve as a staff lunch room and space for vending machines. A small service counter, with a refrigerator, microwave, sink, etc., should be provided. This staff area should be located conveniently to staff offices and away from public lobbies.

Since administration will be responsible for providing public reception for the courts and the rest of the Center, public entry and waiting areas should

be situated immediately adjacent to both the administrative components and courtrooms. At most times, public lobbies will be fairly empty. However, court activities on certain days result in high traffic levels, with scores of people awaiting court appearance at one time. A large public waiting area will thus be required near the main courtroom, with secondary waiting areas outside of the small hearing rooms.

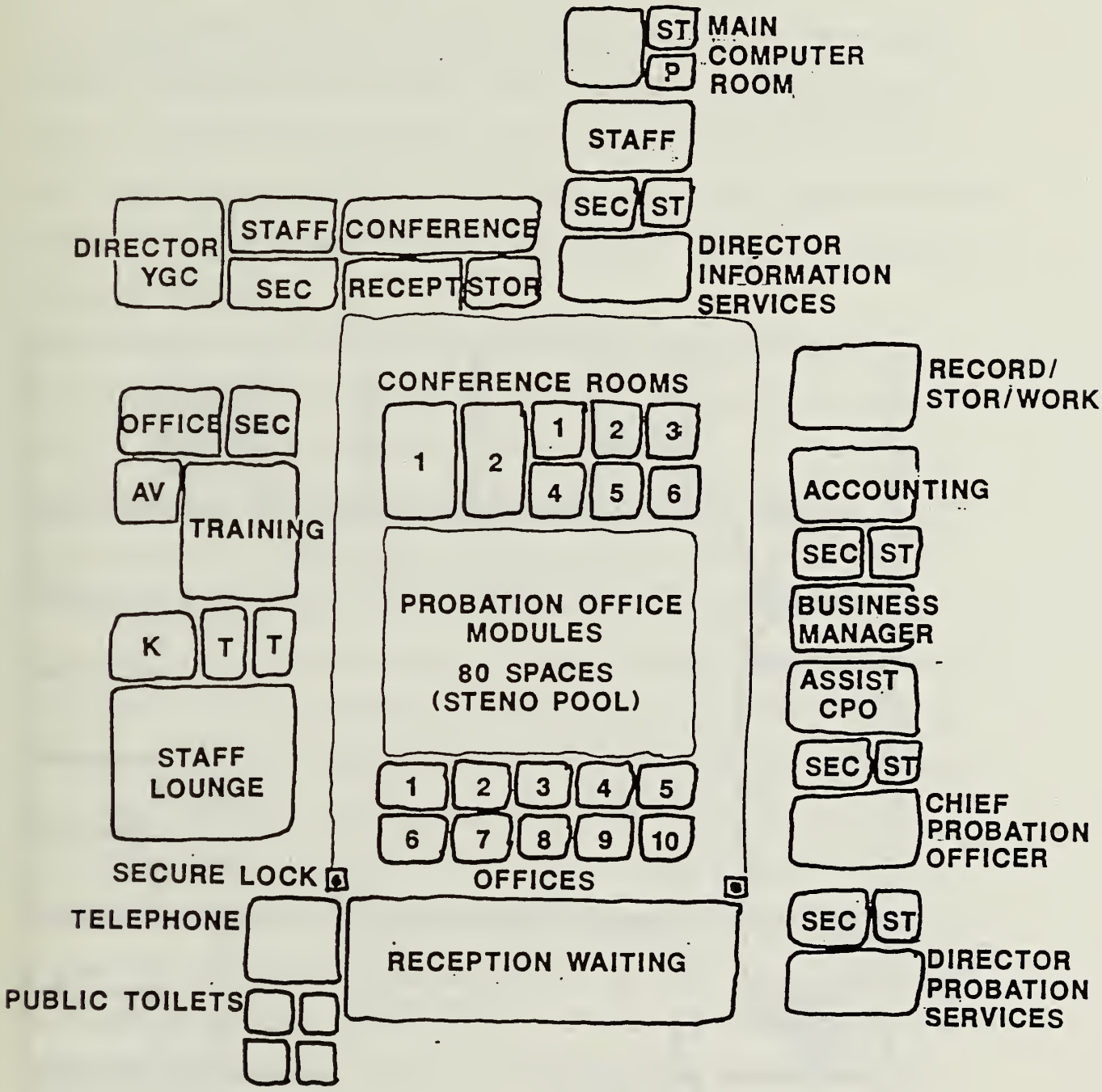
Offices and conference rooms should be located close to a central clerical area which may also be used for some file storage and reception/waiting. Youths entering this space should not, however, have direct access to work stations or storage areas. A staff workroom for photocopying, mail distribution, and storage, is required adjacent to this central clerical space.

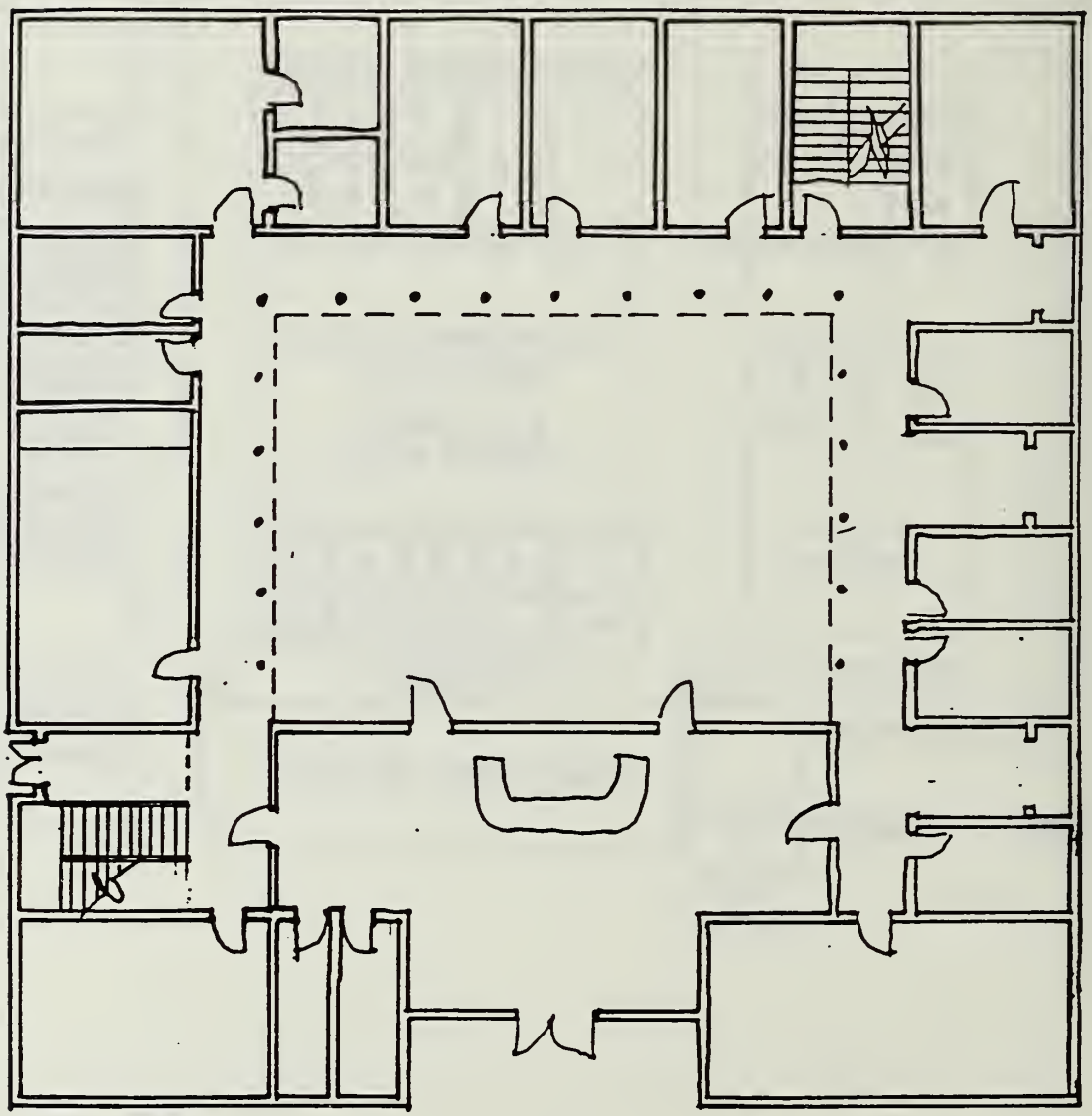
Since conferences involving different group sizes will occur, often at the same time, several conference areas are required to avoid scheduling difficulties. At least one large conference room for up to 30 people should be available; this room should be subdividable into two equally-sized small conference areas with control of sound transmission between the two spaces. A third conference room for 6-8 users, which may double as a staff lounge area, is desired so that large and small conference activities may occur simultaneously.

All administrative offices should be capable of accommodating up to four users for discussions and interviews. Larger groups can use individual conference rooms located throughout the facility. Staff located in these

offices should be able to rearrange furniture to create separate work and sitting areas or one large space with these activities flowing together as desired. Such flexibility is essential given that varying interview and discussion methods are preferred by individual staff. They must be able to engage in these activities in a manner they find both comfortable and successful. At least three of these offices will require extensive soundproofing in response to the need for confidentiality for certain functions. Open office space modules only need to accommodate one guest.

ADMINISTRATION





PROBATION SERVICES

It is difficult to predict the extent to which probation officers, whose current offices are at the central courts and secure detention facility, will be reassigned to the proposed decentralized Youth Services Centers. The companion report, CREATING A NEW AGENDA, states that "A majority of the probation staff would be officed in these centers, including the Director of Probation Services."

Currently, the 89 probation officers consist of one Director of Probation Services, three senior supervising probation officers, 10 supervising probation officers, 31 senior probation officers and 44 probation officers. More important for determining reassignment are the seven basic areas of responsibility and which functions might be most appropriately located within the high risk neighborhoods. The seven areas of responsibility are family crisis, intake, prevention, court officers, supervision, placement and special services. Very briefly, family crisis probation officers work with status offenders, intake probation officers investigate the case, prevention probation officers work with youths under 15 years old or on voluntary supervision prior to disposition, court officer probation officers present the case in court, supervision probation officers work with youths the court has placed on formal probation, placement probation officers work with youths the court has placed in either private or county residential treatment programs, and special services probation officers handle a wide variety of court-related functions, including dependent adoptions, record checks, job corps referrals, guardianship investigations and terminations.

Family crisis, prevention and supervision probation officers would seem logical choices for reassignment. Intake and placement probation officers would probably be split between the two types of facilities. And court officer and special services probation officers would seem logical choices to remain with the courts.

For the purpose of this initial facility planning discussion, the planning team has assumed that 48 of the 89 probation officers will be reassigned to Youth Services Centers. The planning team considers this number prudent because it will ensure that adequate areas and costs are budgeted at this early date. The space provided for the 41 remaining probation officers includes one Assistant Director's office, 10 smaller private offices, 30 semi-private open work stations and 8 private conference rooms. Support space is provided for five stenographers and a central reception and waiting area with toilets.

This space will be closely related to the Administration and Courts areas and less related to the secure detention facility. It should also be convenient for access by the public. The staff training facility and additional multi-purpose room should be nearby to accommodate overflow meetings when all conference rooms are full.

RECEIVING

The reception/admissions functions for the proposed facility will be critical in coordinating and monitoring the activity and movement within the entire detention facility. Staff will be located in the admissions area at all times, twenty-four hours a day, every day of the year. They will be responsible for receiving youths, completing initial admissions, receiving visitors, controlling entry and egress from secure residential areas, monitoring security, and fire and other emergency warning systems, and supervising youths temporarily waiting at intake. Receiving may be aptly described as a "gatekeeping" function, regulating the pulse of the entire facility.

Master planning considerations presented in the previous section, Population Profile, indicated that it may be necessary to include a reception unit with short-term housing as part of overall facility capacity. Certain intake and initial assessment activities will continue to take place at the central facility even with the development of community intake centers. The assessment/holding unit should be physically connected to the central reception/admissions area so that juveniles at admission need not enter full service residences prior to the application of classification procedures.

Staff at receiving may also be responsible for supervising specialized, temporary holding functions. Several special, nonresidential holding requirements are detailed below.

Admissions Holding

Although most juveniles can be processed and admitted to the residential program expediently, certain situations may require lengthier holding following admission. And though most juveniles could simply wait in a controlled group waiting room, this will not always be feasible. Assaultive or aggressive youths may have to be separated from other juveniles. "Out-of-control" juveniles may require greater restriction until such behavior subsides and in no case should be taken to residential areas in such condition. Medical difficulties requiring immediate attention prior to placement may have to be separated individually. Violent youths brought directly to the facility may require temporary restrictive holding. Simple processing delays during simultaneous multiple admissions or periods of low staff coverage at night may result in a need for temporary holding at admissions. Even reasonable reticence on the part of staff to move a juvenile from receiving to a residence during the day when housing areas may not be staffed can contribute to increased holding requirements at admissions. Though all single holding rooms need not be restrictive a few such rooms should be available.

Court Holding

Since court and hearing functions will take place at the facility, some juveniles will have to move from residential and program areas to the court area. Passage from detention to the courts occur through the central "gatekeeper" area which controls the entry/egress function. Juveniles who must then be held awaiting court appearance may wait either in secure rooms attached to the court or hearing spaces or may wait in secure rooms or

waiting areas under supervision of staff in the reception/admissions area. This latter approach will be practical only if the central reception/admissions area is easily accessible to court areas in order to prevent delays and allow for easy contact between legal personnel and detainees. A distinct advantage with this arrangement is that interviews between attorneys and court staff can be monitored by on-duty staff as necessary. Additional staff in a separate area are not required. Groups of juveniles may be taken to this waiting/holding area at one time rather than individually throughout the day, thus increasing staffing efficiency and minimizing program disruption.

Medical Observation

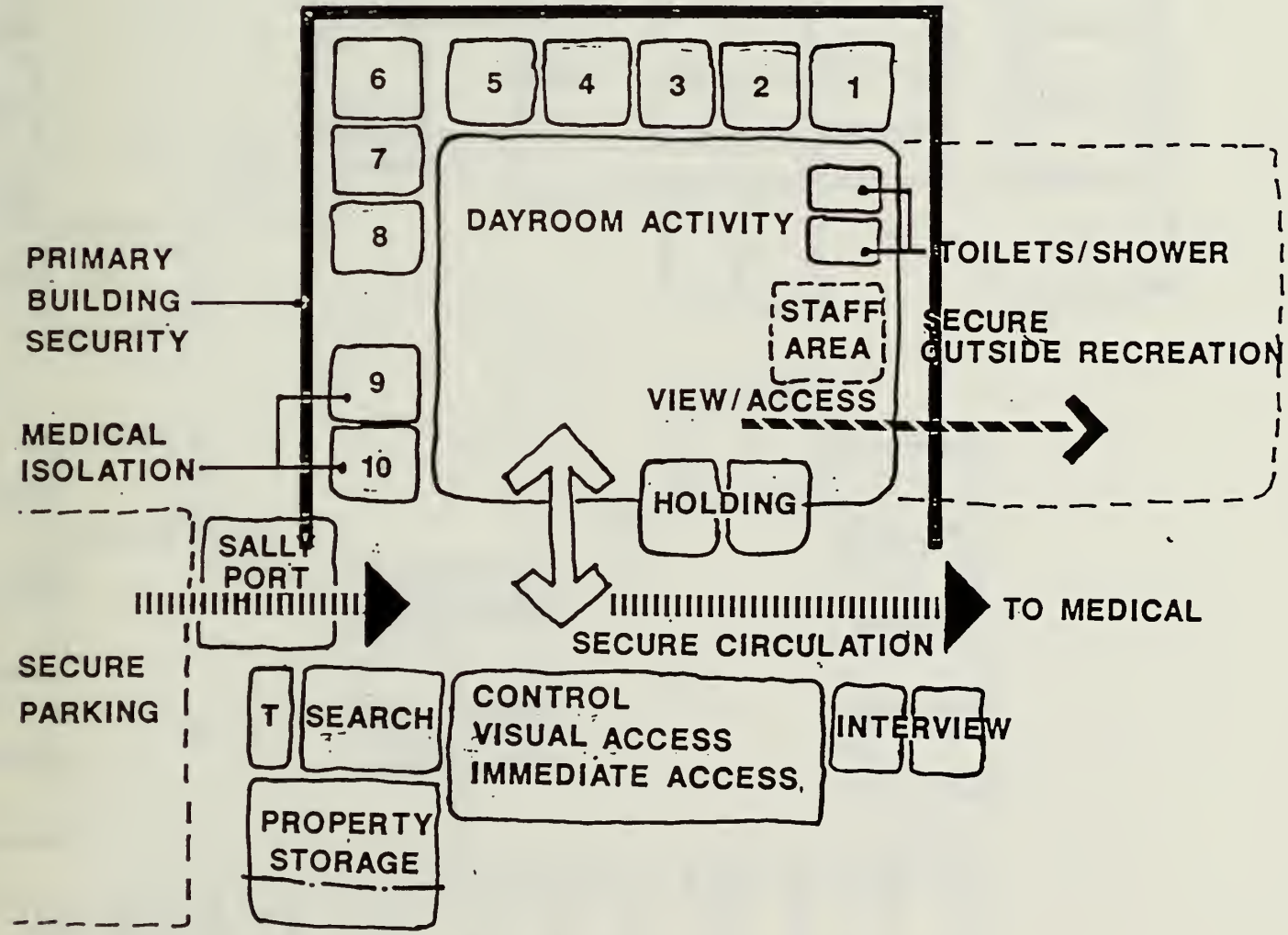
Each day, three to five juveniles will not participate in programs and services due to illness. These juveniles may either remain within their housing unit or be temporarily lodged in a short-term, nonresidential unit, preferably near medical services. In addition, juveniles appearing for sick call will have to be supervised while waiting, a function which reception/admissions staff may perform if adequate waiting space is available nearby.

Administrative Segregation

There is a need for short-term separation of youths who have demonstrated disruptive or assaultive behavior posing a risk to staff or resident safety or which disrupts daily programming. Though room confinement will prove sufficient as a deterrent or consequence in most cases, such repeated behavior and "out-of-control" responses by residents may merit more

intensive restriction for brief periods away from their housing unit. Three rooms should be sufficient.

In each of these instances, juveniles may be appropriately held in areas adjacent to the reception/admissions area since full-service residential housing is not required. This holding will be brief and staff will always be available at this location to provide supervision. These forms of holding are not residential and do not increase facility capacity. They do require the development of spaces which permit single person occupancy and sleeping if so desired. If a sufficient number of juveniles on sick call or awaiting court appearance remain in one location during most of the day, a living space or dayroom should be developed in connection with these holding rooms so that single confinement and consequent isolation is not the only option.


6
5
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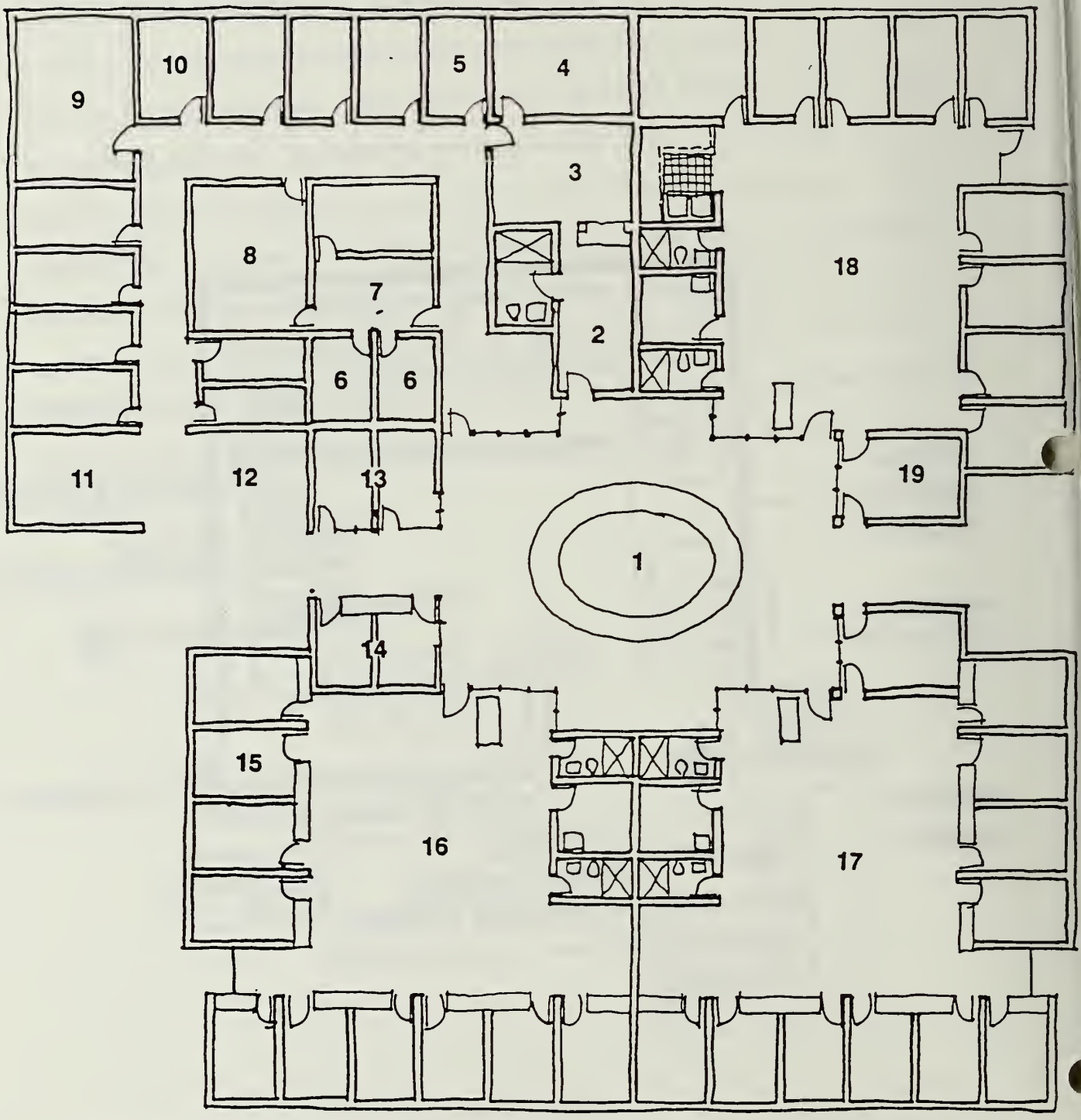
DAYROOM ACTIVITY
TOILETS/SHOWER
PRIMARY
BUILDING
SECURITY
STAFF
AREA
SECURE
OUTSIDE RECREATION
9
VIEW/ACCESS
MEDICAL
ISOLATION
10
HOLDING
SALLY
PORT
TO MEDICAL
SECURE CIRCULATION
SECURE
PARKING
T
SEARCH
CONTROL
VISUAL ACCESS
IMMEDIATE ACCESS
INTERVIEW
PROPERTY
STORAGE

RECEIVING

1 RECIEVING/ADMISSIONS/CONTROL
2 SEARCH
3 CLOTHING ISSUE/STORAGE
4 PERSONAL STORAGE
5 DENTIST
6 EXAM ROOMS
7 NURSE'S OFFICE
8 LAB
9 DIRECTOR'S OFFICE
10 STAFF OFFICES
11 RECEPTION
12 WAITING
13 INTERVIEW
14 HOLDING
15 ISOLATION/TEMPORARY HOLDING
16 DAYROOM/ACTIVITY
17 HIGH SECURITY
18 FEMALE RESIDENTIAL
19 QUIET/INTERVIEW



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MEDICAL SERVICES

Medical care is provided by the City's Department of Public Health staff. It is thorough and designed to provide comprehensive services to the whole youth, including Medical, Psychiatric and Forensic programs. Outpatient services are being provided at an every-increasing rate, especially for venereal disease. A separate nonsecure diagnosis and treatment area should be developed for these outpatient programs. The type and number of medical staff located at the secure detention facility will depend on how successfully the medical staff can provide out-patient services through their offices in the proposed Youth Services Centers. For the purpose of this study, it is assumed that the full complement of staff currently projected for this year has been used as a basis for developing area estimates and cost estimates.

The medical services area will be located within the secure perimeter and adjacent to the staff secure receiving area. Interview rooms within each residence will be used for exams on the residence.

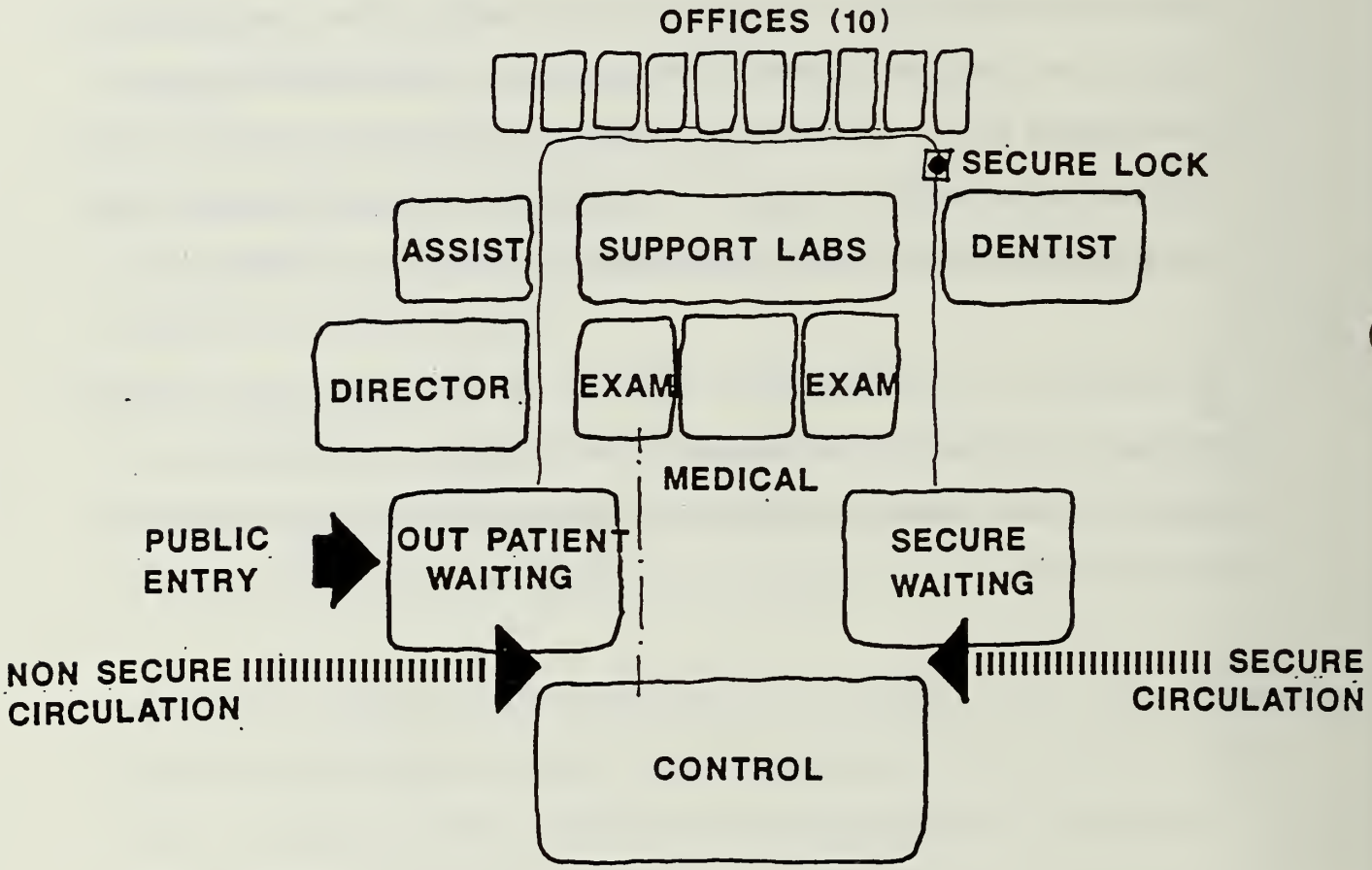
A total of 37 staff will be accommodated in the medical services area. One director, six top administrators, and 15 professionals will receive private offices. Seventeen nurses, psych-techs and secretaries will have open office modules. This high percentage of private offices is due to the fact that many confidentgial conversations occur within the psychiatric clinic especially.

Four separate waiting rooms will be provided, two for Juvenile Hall and two for out-patients. This duplication is necessary in order to limit the need for excessive security by maintaining a division between secure and non-secure areas within the medical area. Boys and girls need separate waiting rooms and toilets, since they are often dressed in robes.

A part-time dentist needs two work areas, one office, an x-ray room and a laboratory for developing the x-rays. Part-time physicians completing their training residency are frequent. A large secure file storage system must provide ample space to maintain records on each youth who comes into contact with the system until their twenth-sixth birthday. A small laboratory must have plenty of secure storage space, preferably in built-in cabinets.

The two medical observation rooms located in the Receiving/Temporary Holding area must be adjacent to the medical clinic so that a health care professional can casually observe youths presenting soft signs of possible major problems.

MEDICAL SERVICES



EDUCATION

Activities available to all residents, except those in high security isolation, will include education, group events such as movies, lectures and crafts. Staff have emphasized their desire for flexible spaces of varying size to accommodate a wide variety of pursuits. To this end, the following spaces should be provided:

- Six classrooms with storage for regularly scheduled education activities. The room should be available for staff meetings;
- A room for individual assessment and testing by a learning specialist, school psychologist, special education teacher and others;
- A separate creative arts materials storage room adjacent to the classroom;
- A central multi-purpose activities area suitable for large group gatherings of up to 30 residents or parents. This space may also be used for group dining events regularly or on special occasions as staff prefer. Storage for tables, chairs and other equipment should be included;
- Bathrooms accessible to classrooms and the multi-purpose area;
- A learning center which accommodates computer equipment, library functions, and special education opportunities. Conference tables, a small adjacent room for storage, and numerous electrical outlets should be located throughout this area;

The education area should be conveniently accessed by interior corridors to the housing units and easily supervised by staff.

Academic programs should take a variety of forms, including large and small group classes, self-directed study, arts and crafts, group lectures and audio/visual presentations and independent reading. However, the primary task of the City's Unified School District staff should be to conduct a

thorough diagnostic assessment of skill levels and prepare individual programs tailored for each youth.

Learning Center

Staff have requested the development of a Learning Center comprised of several different areas and independent of other functional spaces at the facility. Specifically, staff recommend that a large, multi-purpose area, surrounded by smaller classrooms and support spaces, be provided to allow for flexible use and scheduling of activities and to simplify circulation and supervision requirements. The central multi-purpose area should accommodate large group instruction, such as movies and other presentations involving all facility residents. By rearranging furniture and changing light levels within this space, teachers should be able to subdivide the space for smaller group activities and instruction. In particular, creative arts sessions should take place within the Learning Center, and adequate space for six work tables (four students each) and materials storage is required. Floor surfaces in the arts area, such as terrazzo and quarry tile, will be easily maintainable to facilitate clean-up. The remainder of the Learning Center should be carpeted for sound control. Fixed study carrels for self-directed studies using audio/visual equipment may be incorporated within the Learning Center or as part of an adjacent library space. There should be access to an outdoor courtyard suitable for small classes and group activities immediately adjacent to the Learning Center with views into this outdoor area for supervision.

Library space which supports both academic activities and recreational reading should be a part of the Learning Center. Access to a library area should be possible directly from the Learning Center and also from exterior passageways for use during nonschool hours. A small sitting area with several tables and chairs for use by up to 10 students should be provided in the library. Library materials may be taken to other instructional or housing areas.

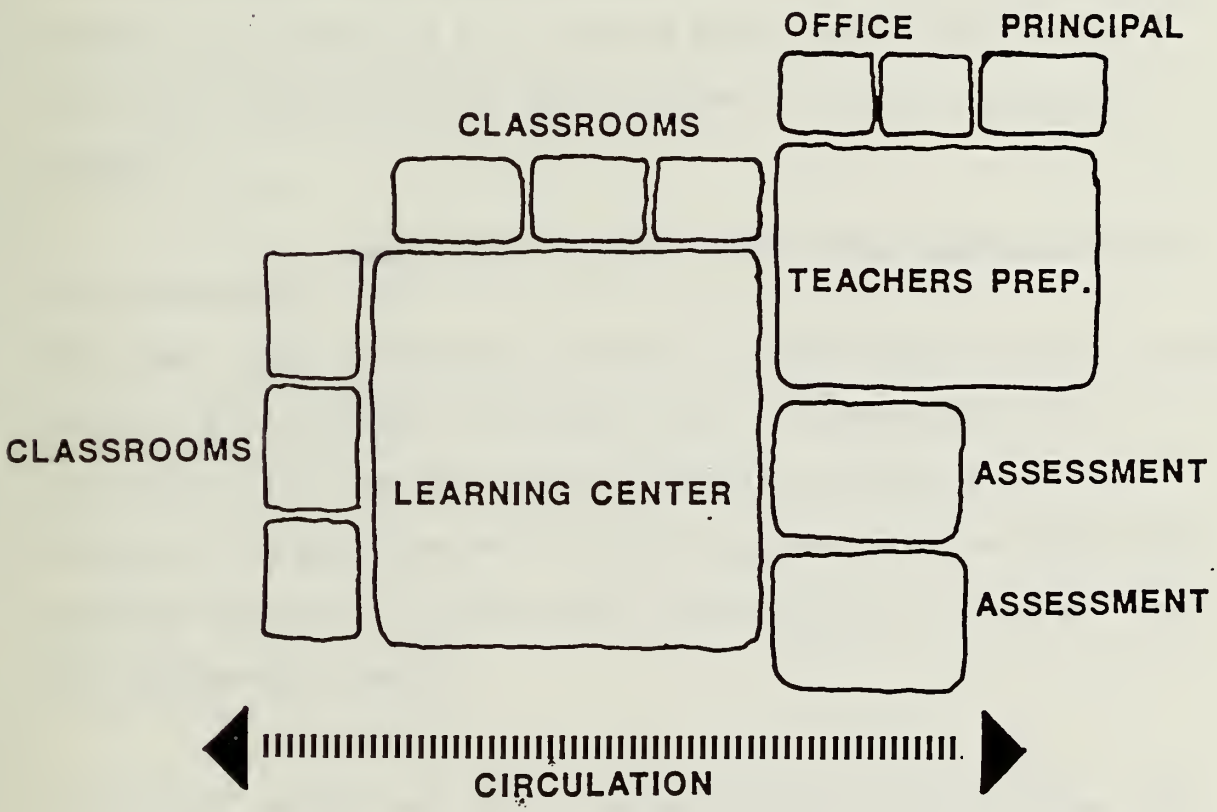
Two to six small classrooms for small group instruction should be located around the Learning Center. Each classroom will typically serve up to ten students seated at either work tables or chairs with arm tablets. Each classroom should have natural lighting and exterior views, and should contain a built-in storage counter and chalkboards. Windows will be included in the partition walls separating the classrooms from the multi-purpose area to promote casual supervision. Classrooms should be locked when not in use.

Locked storage rooms for general supplies and audio/visual equipment will be located adjacent to classrooms and the multi-purpose area. Two toilets should be available within the Learning Center so that residents do not need to leave the area while school activities are in progress.

Diagnostic Assessment

All youth will be participating in a series of diagnostic, evaluative, and casework activities designed to assess their educational needs and determine the most appropriate future services. Most of these activities will take

place within an architecturally defined interview/testing area. This component, consisting of offices for private interviews, vocational testing space, and group conference areas for both staff and residents, should be located within the secure perimeter of the facility, with direct access from both residential and administrative areas. Administrative access will occur only through a controlled security door. Visitor access is also necessary either through central staff work areas outside the residential unit or from the administration area, or both.


OFFICE
PRINCIPAL
CLASSROOMS
TEACHERS PREP.
CLASSROOMS
LEARNING CENTER
ASSESSMENT
ASSESSMENT
CIRCULATION

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RECREATION

Although recreational activities will be available within each residence under the supervision of a residential counselor, it is the gymnasium and outdoor play areas that are defined as "recreation" areas. When youths play in these areas, it will also be under the supervision of other residential counselor, however additional assistance will be given by the Recreation Director. He or she will be a probation officer who has had additional specialized training enabling them to conduct a successful recreation program.

Indoor Recreation

The primary indoor recreation space will be a gymnasium of suitable area and height to play basketball, volleyball, etc. This new space will be approximately half the size of what now exists at 375 Woodside. The location of the gymnasium should provide easy access from residences while remaining accessible to public groups in anticipation of intermural events with neighborhood schools.

A "universal" weight room will be located adjacent to the gymnasium. No free weights will be available, and staff supervision will be necessary as with all other recreational activities.

Three separate locker rooms will be provided. One each for boys and girls and one for staff. The staff locker room is not intended to be used by staff while they are supervising youths, but as a lunchtime or after hours

amenity. Men and women would need to schedule their use of this single staff space. There locker rooms will include toilets and shower rooms along with dressing space. By providing showers, the recreation "period" will be more like a typical public high school activity. A small entrance lobby will connect the gymnasium, weight room and locker rooms.

Outdoor Recreation

The outdoor recreation areas should only be accessible by youths through the gymnasium lobby adjacent to the locker room and weight room. No public access should be anticipated. Maintenance will need a separate entrance for lawn mowing equipment.

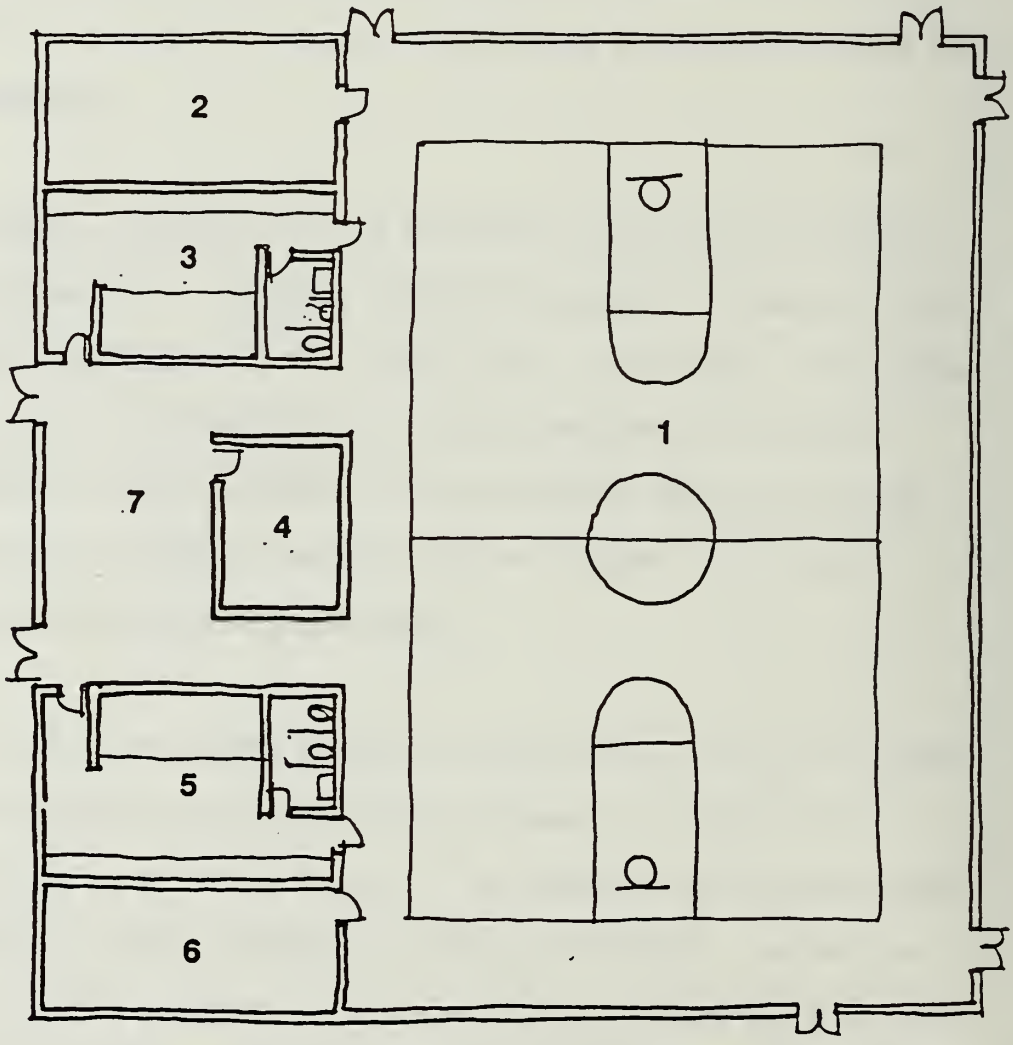
Two separate outdoor play areas will be provided as required by California Youth Authority Standards. A hardtop surface for basketball, handball, and tennis and a large sod playfield for soccer, track and frisbee. The hardtop surface area should be located adjacent to the gymnasium to allow easy access to equipment storage. However, youths should be able to walk from the locker room to the lobby to the sod playfield without interrupting activities on the hardtop surface play area.

A security wall will surround the outdoor recreation area. This will serve as an obstacle to youths who are considering escape. But if a youth is determined to leave, he or she will leave. The community and the court need to understand that a small percentage of youths will escape. The proposed design should restrict opportunities by allowing for improved staff contact without excessive architectural restrictions. The more security conscious

the physical environment becomes, the more staff assaults will result, since immobilizing staff will become the only way out. This does not mean the wall should be lowered. Outdoor recreation must be viewed as a privilege which if abused is quickly taken away.

RECREATION

1 GYMNASIUM
2 WEIGHT ROOM
3 MALE LOCKERS
4 OFFICE
5 FEMALE LOCKERS
6 STORAGE
7 PUBLIC LOBBY



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FOOD SERVICES

Dining

The dining room will become a multi-purpose space when meals are not being served. One large dining room will be able to de subdivided into three acoustically separated smaller areas. The dining room should have direct visual access to outdoor patios by the use of large windows and possibly doors. These areas may also be scheduled for visiting. If properly supervised outdoor visiting would provide an opportunity for larger family groups and smokers to visit. The dining room will also support program functions such as counseling, group therapy, or large meetings. Movies can be shown to all detained youths, or presentations such as Christmas parties may take place in this, the largest single space within the entire facility except the gymnasium. Furnishings should be very flexible, including movable tables and stackable chairs, easy to store. Carpet may be considered to improve acoustics and the general appearance of the area.

Kitchen

The kitchen should be located immediately adjacent to the central dining space so that meals may be served across a service counter connecting the two spaces. "Family style" or "cafeteria" serving should be considered as options when determining the scheduling of dining operations. Family style enables the youths to select individual portions from servings placed on their table. Some meals will need to be delivered to youths in their residence. However, this will be the exception.

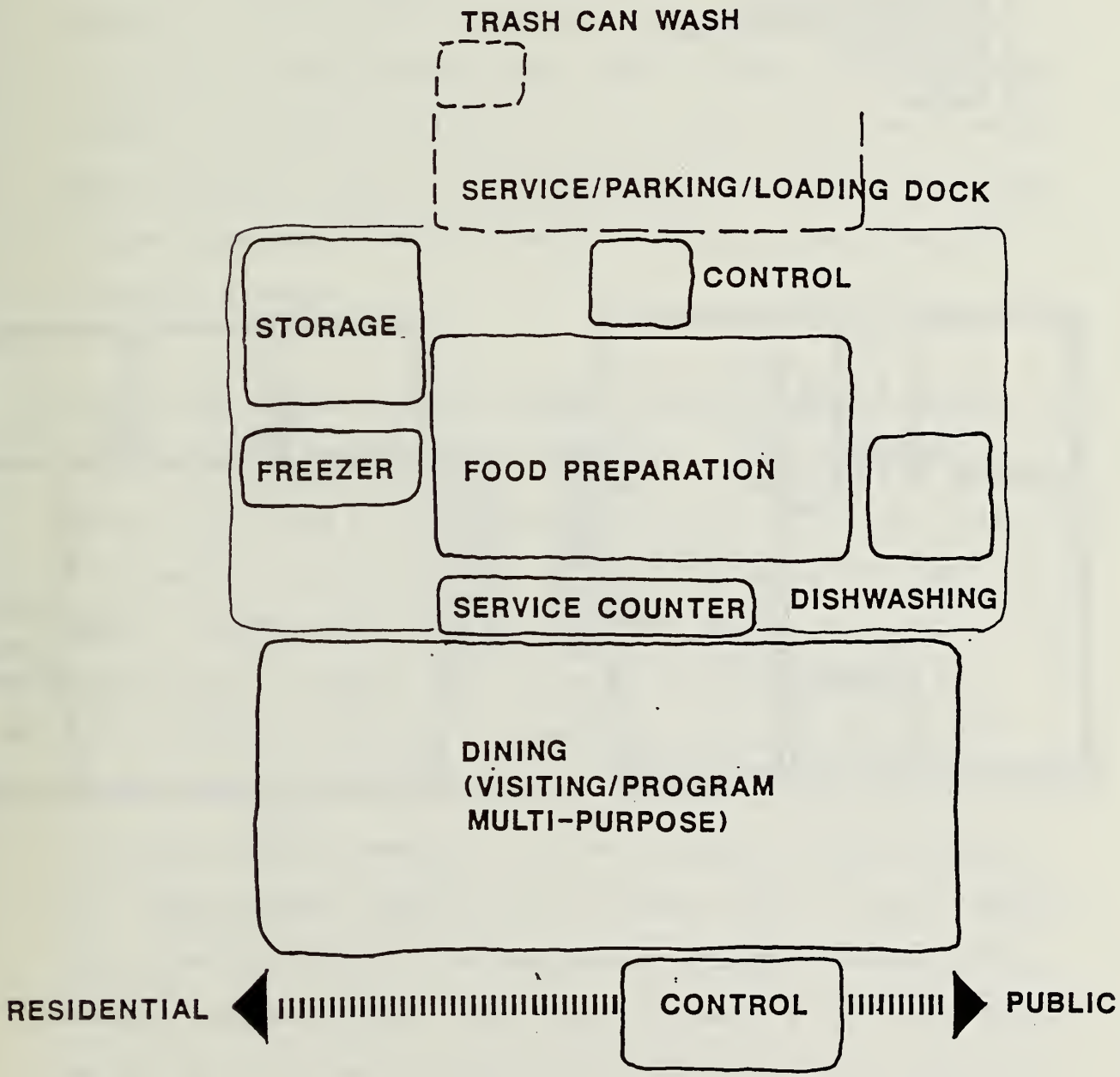
Dry bulk storage and freezer storage should be immediately adjacent to the kitchen and the loading dock. They should be easy to supervise and service. Spaces should be arranged to facilitate a linear processing of food from the loading dock to storage, preparation, dining, garbage and dishwashing and back to the loading dock. Building materials used for surface finishes in the kitchen area must meet building code requirements. However, some youths will probably be responsible for clean-up, so the ease of maintenance and the use of attractive colors and natural light are important design considerations. The quality of food is one of the most important considerations in a treatment philosophy that emphasizes a more homelike environment.

The chef's office should be located to allow easy supervision of all areas. A locker room for changing clothes is to be located near the controlled staff entrance. A toilet should be located adjacent to the locker room.

The Loading Dock

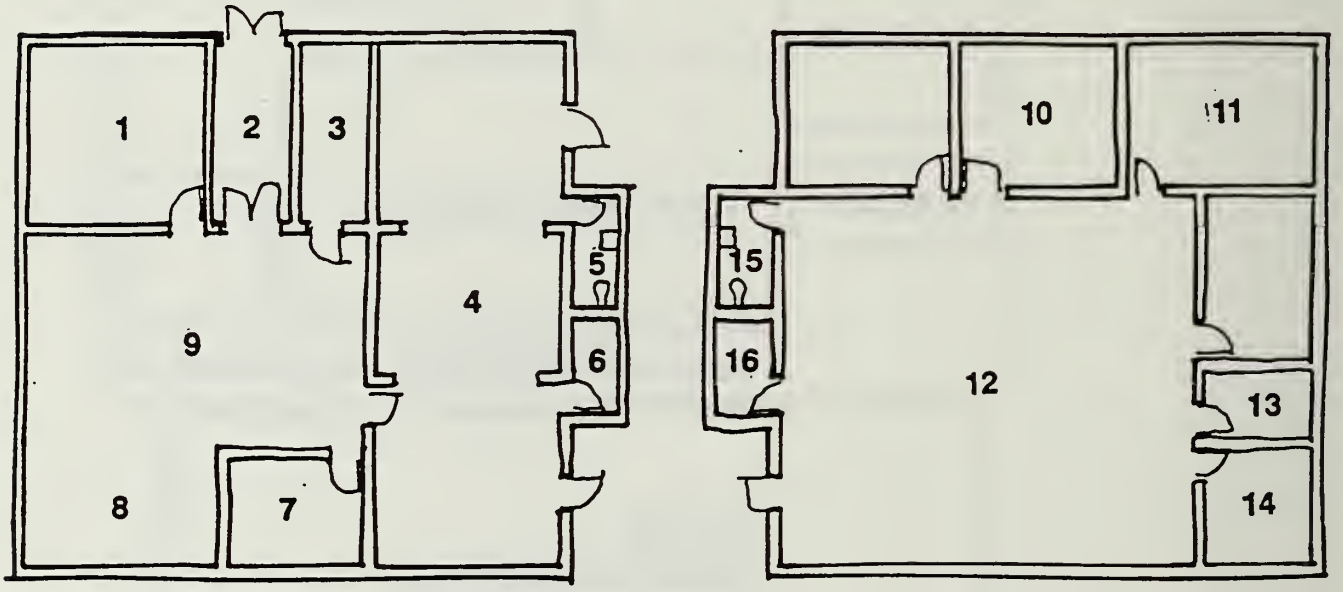
Food and supplies will be delivered to the loading dock for use by the Food Services staff. Supplies will also be delivered here for use by the Juvenile Hall, Medical Services and Maintenance staff. Thus, the loading dock should be located adjacent to the Maintenance service yard and a general storeroom for all materials not to be used by Food Services staff. Adequate drainage should be provided for washing trash cans in an area adjacent to the loading dock. The loading dock should be large enough to provide space for two delivery trucks to unload simultaneously. The service yard should allow sufficient room for a 40-foot tractor trailer truck to

maneuver into position comfortably. No automobile parking should be located at this service yard.


TRASH CAN WASH
SERVICE/PARKING/LOADING DOCK
CONTROL
STORAGE
FREEZER
FOOD PREPARATION
SERVICE COUNTER
DISHWASHING
DINING
(VISITING/PROGRAM
MULTI-PURPOSE)
RESIDENTIAL
CONTROL
PUBLIC

DINING/EDUCATION

1 STORAGE
2 SERVICE ENTRY
3 FREEZER
4 DINING ROOM
5 TOILET
6 JANITOR
7 OFFICE
8 DISHWASHING
9 FOOD PREP/SERVICE
10 CLASSROOM
11 LIBRARY
12 MULTIPURPOSE ROOM
13 ARTS AND CRAFTS STORAGE
14 AV STORAGE
15 TOILET
16 JANITOR



RESIDENCES

In order to promote interaction between youths and staff as the basis for programmatic gain and internal safety, the planning team believes that juveniles should be housed in living/sleeping quarters of no more than ten residents. A group of ten to twelve youths was considered ideal in discussions with Youth Guidance Center staff. A maximum capacity of 12 per residence is considered acceptable if, due to classification needs and high admissions periods, this total is reached for brief periods, and then only if staff supervising the housing area have immediate support from staff outside the residence.

Youths will be lodged in single-occupancy bedrooms to provide a measure of privacy and minimize staff supervision problems. These bedrooms should be a minimum of 100 square feet to maximize flexibility. This larger room size will allow the furniture to be rearranged, preventing the space from seeming cramped. The space can also be used for other purposes in the future if bedrooms are not in demand. Nine single and one double bedrooms are provided in each residence to accommodate a normal group size of nine residents. Since up to ten residents may be housed in any residence, one of the bedrooms should be oversized to allow for temporary double-occupancy use. Double-occupancy capability will also prove useful if staff determine that a juvenile may benefit from the presence of another resident during periods of emotional stress. These larger bedrooms will be 120 square feet. They will be able to serve secondary functions, such as interviewing and

private counseling during normal occupancy periods, when they will typically be vacant.

All bedrooms should have movable furnishings, including a bed, a chair and a desk with built-in bookshelves. Natural lighting is a high priority, and detention window screening is not to be used. Windows will be damage and penetration-resistant and of sufficient size to permit ample lighting. Overhead lighting, which is controlled by staff, should be damage and tamper-resistant. A low wattage night light which permits staff to view into bedrooms at night is also required.

Doors should be equipped with a small viewing panel and locks which should be operated from the outside. Staff have indicated that painted or another similar smooth finished surface drywall is preferred for all walls. Carpeting inside the bedrooms is desired, but this is not possible due to building code restrictions. Since the risk of suicide is greatest while youths are in their bedrooms, there should be no projecting surfaces, hooks, latches or knobs which will support a youth's weight, and mechanical louvers should prevent the insertion of foreign objects.

The provision of sanitary fixtures as part of the bedroom is considered contrary to programmatic and environmental goals. Instead, youths should make use of single-person bathrooms located within the living areas of their residence. In this way, bathroom use can be monitored by staff, and management difficulties associated with group toilets and showers can be avoided. Two bathrooms should be provided per residence. Each should

include a shower, toilet, and sink in standard residential configuration. A small changing area is included within the bathroom so that residents may dress in privacy without moving undressed through living areas. Locks should not be provided on bathroom doors. Toilets will be provided in all high-security and temporary/holding rooms.

To promote ease of supervision and circulation, staff have voiced strong support for the development of open living and activity areas within the residences, with bedrooms, bathrooms and other support spaces located around the perimeter of these central open spaces. An additional benefit with such open plan arrangements is that youths and staff are not limited by overly defined spaces; multiple activities may occur, expanding or contracting at the discretion of the staff as desired for particular purposes. This will allow for increased flexibility in response to the special needs of identified groups of juveniles and will also permit the spaces to be used in a variety of ways in the future to accommodate changes in operational and program methods. Although most programs and services will not occur in the residence, small-scale quiet activities will regularly occur on the unit during evening hours, such as reading, television viewing, homework, board games, and counseling. Some separation between various activities is desired to minimize the potential for disruption and/or interference. Additional program activities such as classwork, or even dining, may be scheduled to take place in the residence. In this case, spatial flexibility within the residence will assume even greater importance.

Given these existing and potential future needs, each residence should include both quiet and active living areas which are open to each other and spatially defined by the use of varying floor surface treatments, ceiling heights, level changes, and furnishings. Quiet space will facilitate group conversation, reading and lounging in a relaxed atmosphere. Movable furnishings and variable lighting levels are desired. The activity area will provide space in which youths may sit at tables for snacks, engage in board games or complete school projects such as crafts, models, drawings, and constructions. Tables and chairs should be movable to provide space for group games and other activities requiring additional space. Table games might also be provided in this area. A space for television viewing may be incorporated within the active area and should be arranged so as to minimize distractions to youths engaged in other activities.

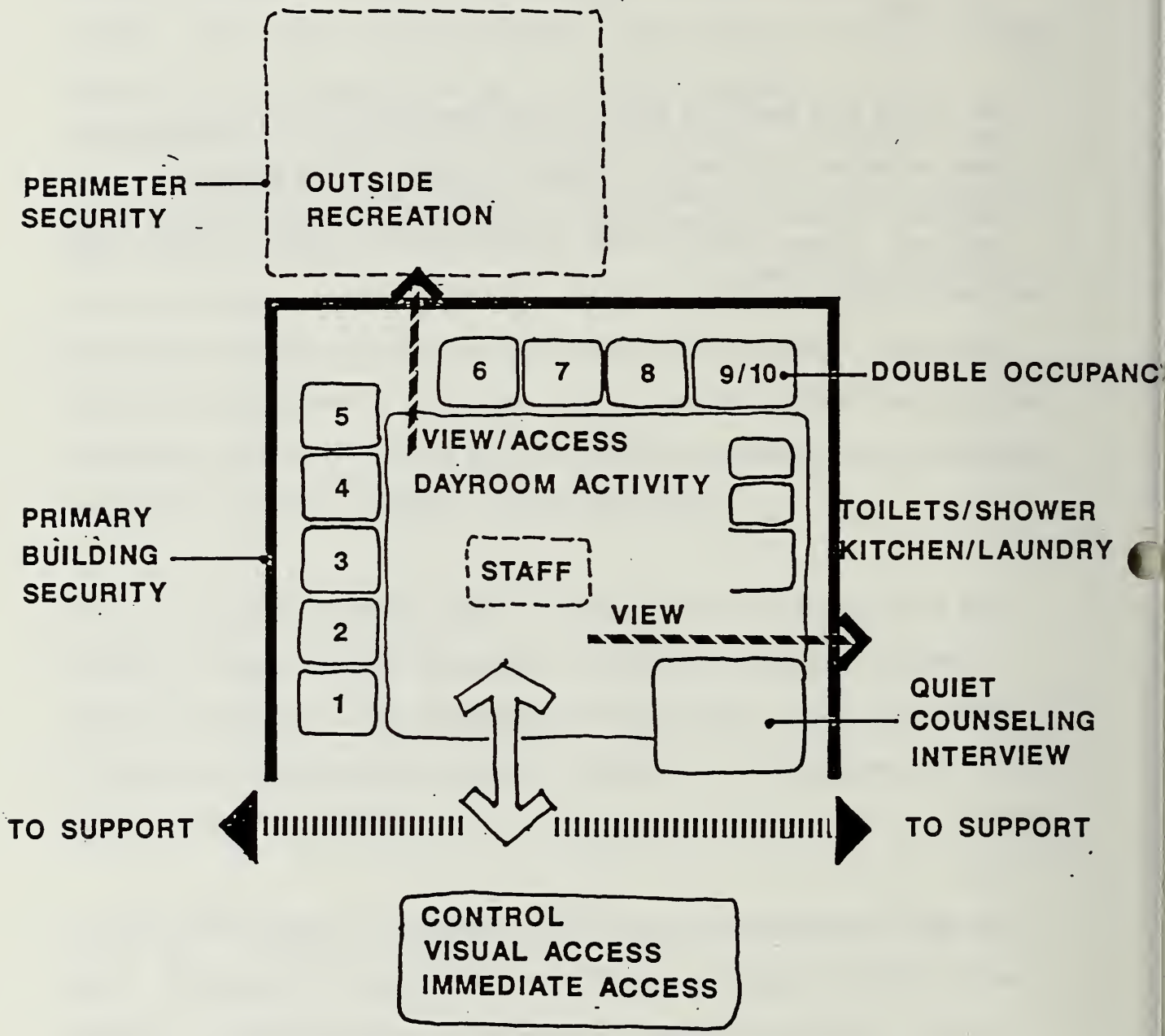
Within the quiet and active areas, an open staff work station should be provided. Though staff do not remain in this area, paperwork and semi-private conversations with youths may take place here. Phones and light controls are situated here, and clear visibility to all bedrooms and activity areas is desired.

As part of the general living area, staff have also requested a "time-out" space. This would be a place where a youth may be asked to sit for a few minutes away from the group in response to disruptive behavior. As the youth calms down, they may rejoin the group. Further disruption may result in temporary confinement within the residence. Staff should be able to easily monitor the "time-out" area from all points within the residence. The

"time-out" area may be located adjacent to the staff work station since this area will be visible from all areas and youths will have regular access to this space.

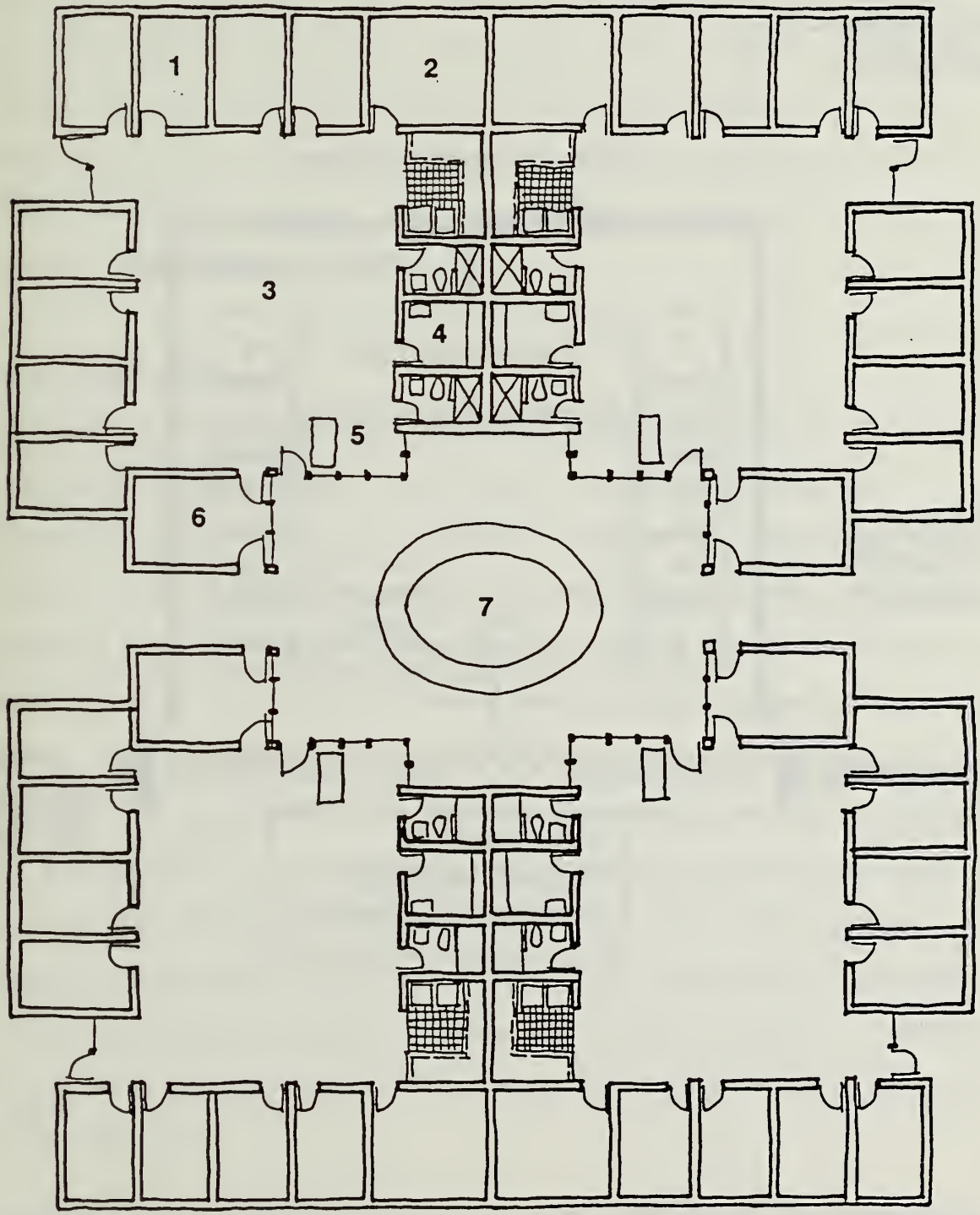
The living area should be easily viewed from central staff work areas so that residence staff remain confident of support during emergencies. Additional supervision capability will also permit reduced staffing levels during sleeping hours.

RESIDENCE
(male or female)

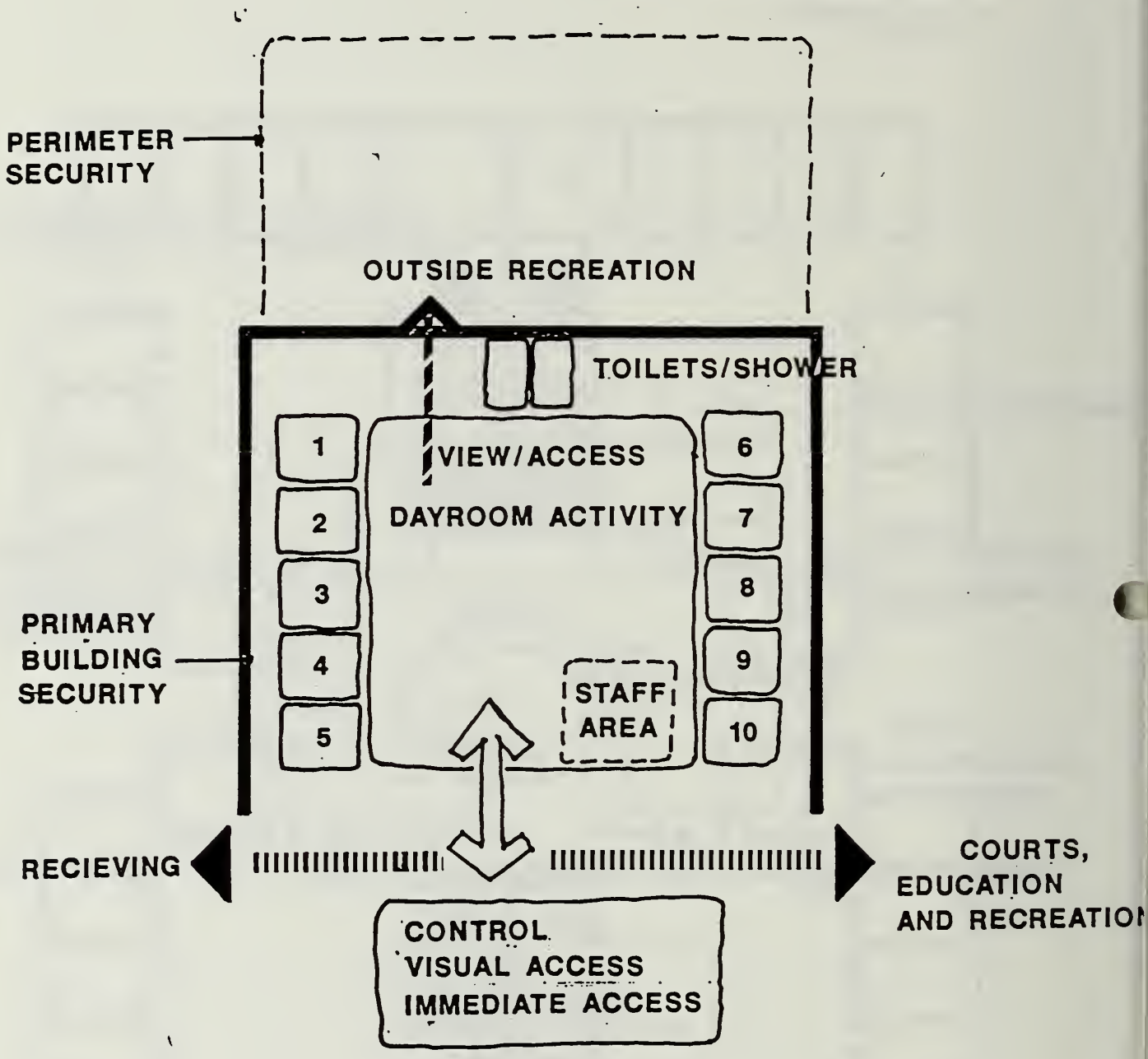


RESIDENCE (MALE OR FEMALE)

1 SINGLE OCCUPANCY
2 DOUBLE OCCUPANCY
3 DAYROOM/ACTIVITY
4 GENERAL AND MEDICAL STORAGE
5 STAFF AREA
6 QUIET/INTERVIEW
7 CONTROL



HIGH SECURITY (coed)



SUPPORT

The ten spaces that have been labeled "support" do not form one integrated group. They are simply those spaces that do not fit into any of the previous nine functional areas. However, each space does have its own optimum adjacent relationship to other areas of the facility. For this reason there are four separate bubble diagrams and schematic floor plans drawn that are not interrelated. The ten spaces can be organized within these four general headings: Multi-Purpose Room; Volunteer Auxiliary; Laundry; and Maintenance.

Multi-Purpose Room

This space is proposed to act primarily as a "shock-absorber." It is not programmed for any particular purpose and so should be designed to accommodate a wide variety of activities. Sized at 500 square feet, it can act as a large conference room, easily accommodating 30 persons. If meals are being served in the dining room and the Juvenile Justice Commission is meeting in the single large conference room in Administration and the several smaller conference rooms are not large enough, there is another room available for group gatherings. Since it will probably be used primarily by the Administration, it should be located adjacent to that area and easily accessible to the public. This area may also be used by the Volunteer Auxiliary during their Christmas wrapping season so the similar but spoken-for Training Room can continue to serve that important function. Including a large multi-purpose space in this early planning phase is not a luxury, it is just good sense.

Volunteer Auxiliary

This non-profit charitable organization continues to provide services to all dependent and delinquent youth who are under the jurisdiction of the Juvenile Court, as it has for almost 20 years. It assists in normalizing the detention environment. Its most visible service is the "Corner Store," where visitors can purchase food and gifts for youths at very reasonable prices. An office for four staff should be adjacent to this store as should a storeroom for store goods. Two additional storerooms should also be located in close proximity to this store. One clothing storeroom includes dressing rooms for both boys and girls and a wide assortment of new street clothes to be given to youths at the time of their release. Another storeroom serves to accommodate the over 3,000 Christmas presents given to youths by the organization each year. This storeroom is not adequately sized to provide space for volunteers to wrap the gifts. That function, which requires use of a large secure room with easy access to public parking from October first to February first each year, is one of the functions proposed for the previous multi-purpose room.

The location of the storeroom should be along the primary path public visitors would take to visit a youth in the dining area and should probably be located just outside the secure perimeter. An optimum relationship would be to arrange the Christmas gift storeroom adjacent to the multi-purpose room. The store may be best located adjacent to the main public lobby to receive maximum visibility by the public on first entrance and while waiting for their court appearances.

Laundry

Laundry services will be provided at each residential unit, where there will be a washer and a dryer for use by youths. Bulk laundry, however, should be cleaned on the premises at a small central facility. The initial cost of laundry equipment will prevent the ongoing expense of a laundry service. Storage of bulk items usually associated with a large central laundry, such as shoes, blankets, and mattresses, will be located convenient to these smaller decentralized facilities and casual staff supervision.

With most youths cleaning their own clothes, the central laundry will primarily be used for bed linens. A linen storeroom should be located immediately adjacent. The seamstress presently employed by Juvenile Hall should have a space in close proximity to this laundry, with plenty of natural light. For economy of transportation, this central laundry should be just that, located as nearly as possible equidistant from all bedrooms. Since there is a possibility that detained youths may be working in this area, it should be located within the secure perimeter.

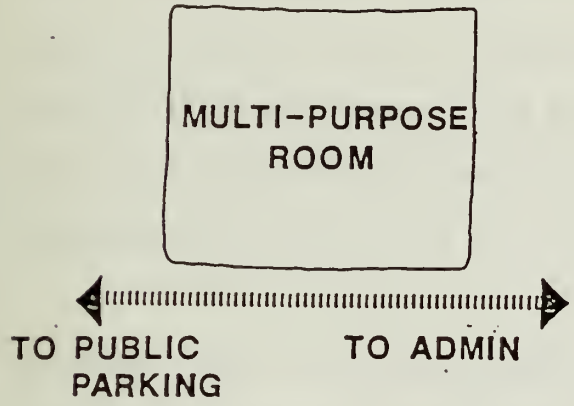
Maintenance

Three separate spaces are necessary to adequately maintain and improve the buildings and grounds of the facility. A large workshop space with easy access from the major circulation path and the service yard should have plenty of natural light and natural ventilation. This space should also be located in close proximity to the central mechanical rooms where the emergency electrical generators, hot water heater, air handling units and primary utility service entrances are all located. Given the City's

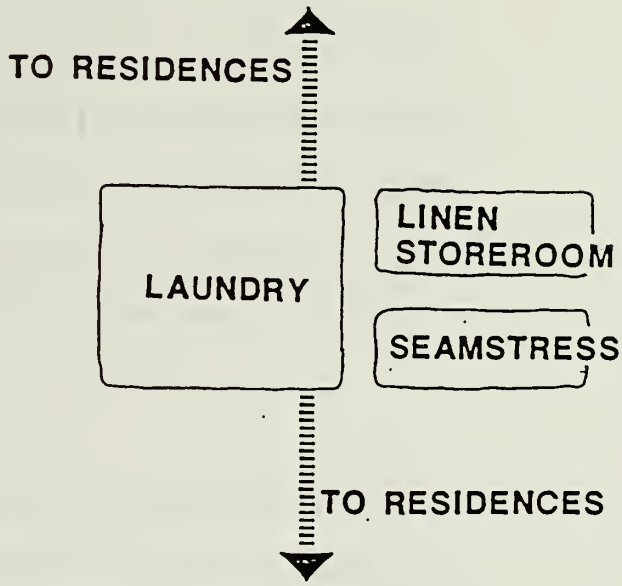
penchant for deferred maintenance, all equipment should be first-quality. Access doors and isolation valves should be conveniently located throughout the facility so that only a small area need to shut down in order to make repairs to plumbing or heating systems.

The second space is a large storeroom where "one type of everything" would be readily available to make immediate repairs. This storeroom would hold large tools as well as parts. For example, lawn mowers will be something new, unfortunately unnecessary at the present site.

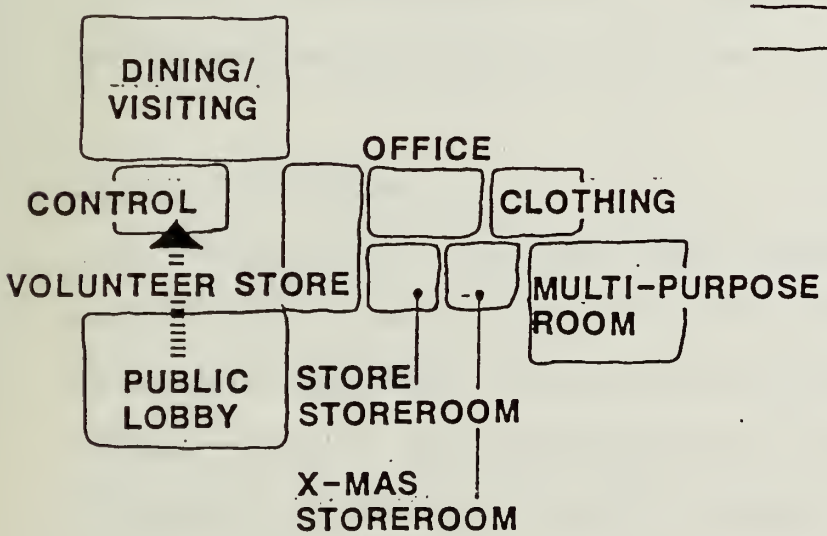
The third space is a locker room for eight staff to change clothes. This space would include a toilet and be immediately adjacent to the workshop. Though no females are currently employed on the maintenance staff, separate locker rooms are proposed as with the Food Service staff.



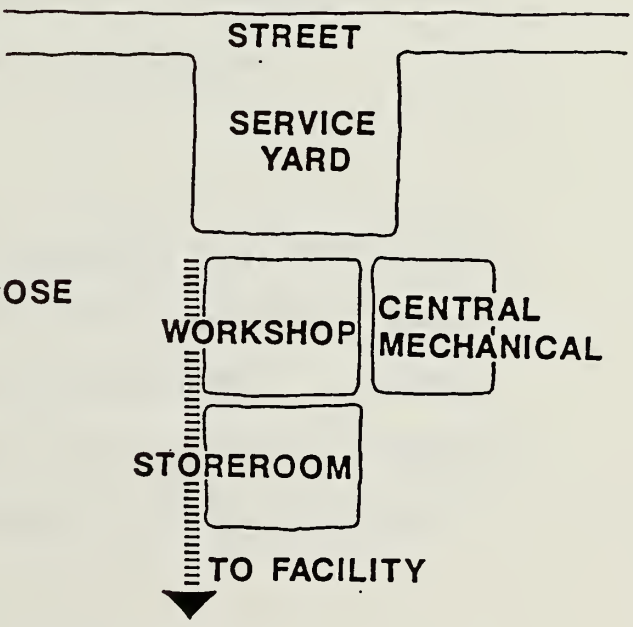
MULTI-PURPOSE ROOM



LAUNDRY



VOLUNTEER AUXILIARY



MAINTENANCE

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SITE PLANNING, THE INTERRELATIONSHIP OF BUILDINGS

The site planning diagram shows the allocation of major components of the Youth Guidance Center on a typical South of Market San Francisco city block. Outdoor recreation areas would be located immediately adjacent to the new building sheltered from existing and future buildings in the area. Parking would be located in a prominent but adequately screened area providing direct pedestrian access to the facility.

Existing access to the site should be utilized to the extent possible and enhanced as necessary. This will provide sufficient access to the public but not so direct as to generate unrelated pedestrian or vehicular activity.

ARCHITECTURAL IMPLICATIONS OF THE PROGRAM

While it would be premature to suggest detailed site planning and design to be carried out for this building, there are several areas where guiding principles can be suggested which will expedite the implementation process. The following design guidelines are derived from the program.

Clarity of Circulation

It is evident from the program that there are numerous types of circulation patterns to be accommodated both within the facility and without. Many of these require separation by distance, barriers and/or buffers. A guiding design principle for this facility will be to clearly separate and identify various modes and patterns. The public entrance to the facility should be

clearly identifiable and perhaps expressed as a formal element. The public entrance should be distinctly separated from receiving and service entries.

Architectural Character and Massing

The overall character of the facility viewed from the exterior should avoid an institutional appearance. The building should have a dignified and human scale conveying its shelter function. To achieve this character the massing of the facility should be broken and articulated. Exterior wall and roof treatment should be sensitively handled. The building mass can be reduced to fit into the landscape, yet remain highly visible.

Materials

Use of materials should enhance the character and massing objectives outlines above. A hard institutional appearance should be avoided in selection of materials, textures, colors and patterns. An overall warmth and human scale should be sought.

Siting

The purpose of this section is to provide a checklist of objectives for preparing initial site planning schemes. The following are principal criteria implied by the basic program requirements.

View

Building orientation and design should pay careful attention to maximizing the views afforded by the site. Those facility units where the view of outdoor is an important program element should be designed to capture as

much of these view as possible. A potential conflict with this view potential is the requirement for security. In an urban setting the need usually is to keep people away from the building.

Pedestrian Access

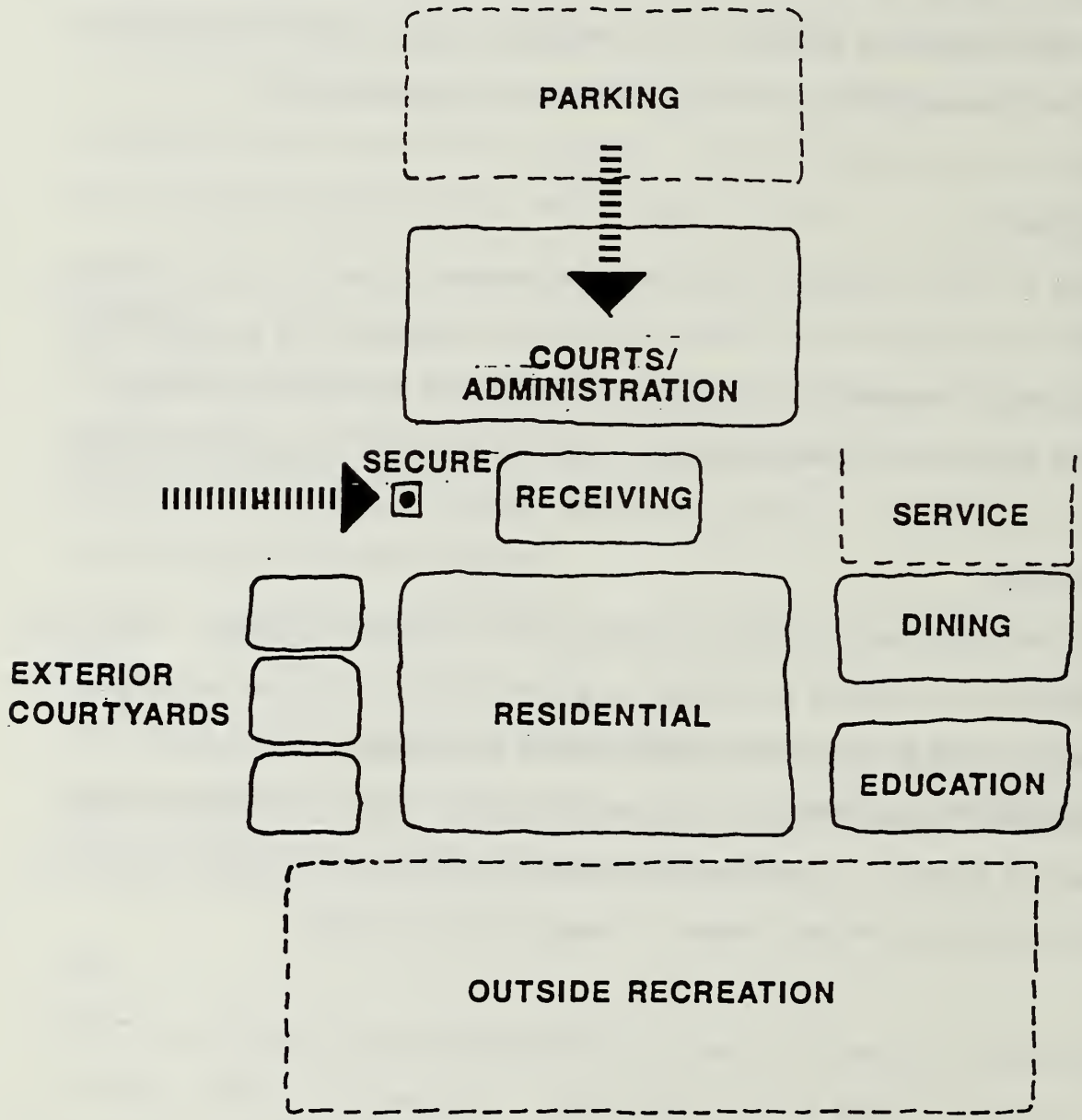
Pedestrian access producing a minimum of conflict with vehicle circulation corridors should be achieved. Pedestrian corridors should be located to achieve the most desirable links with public transportation.

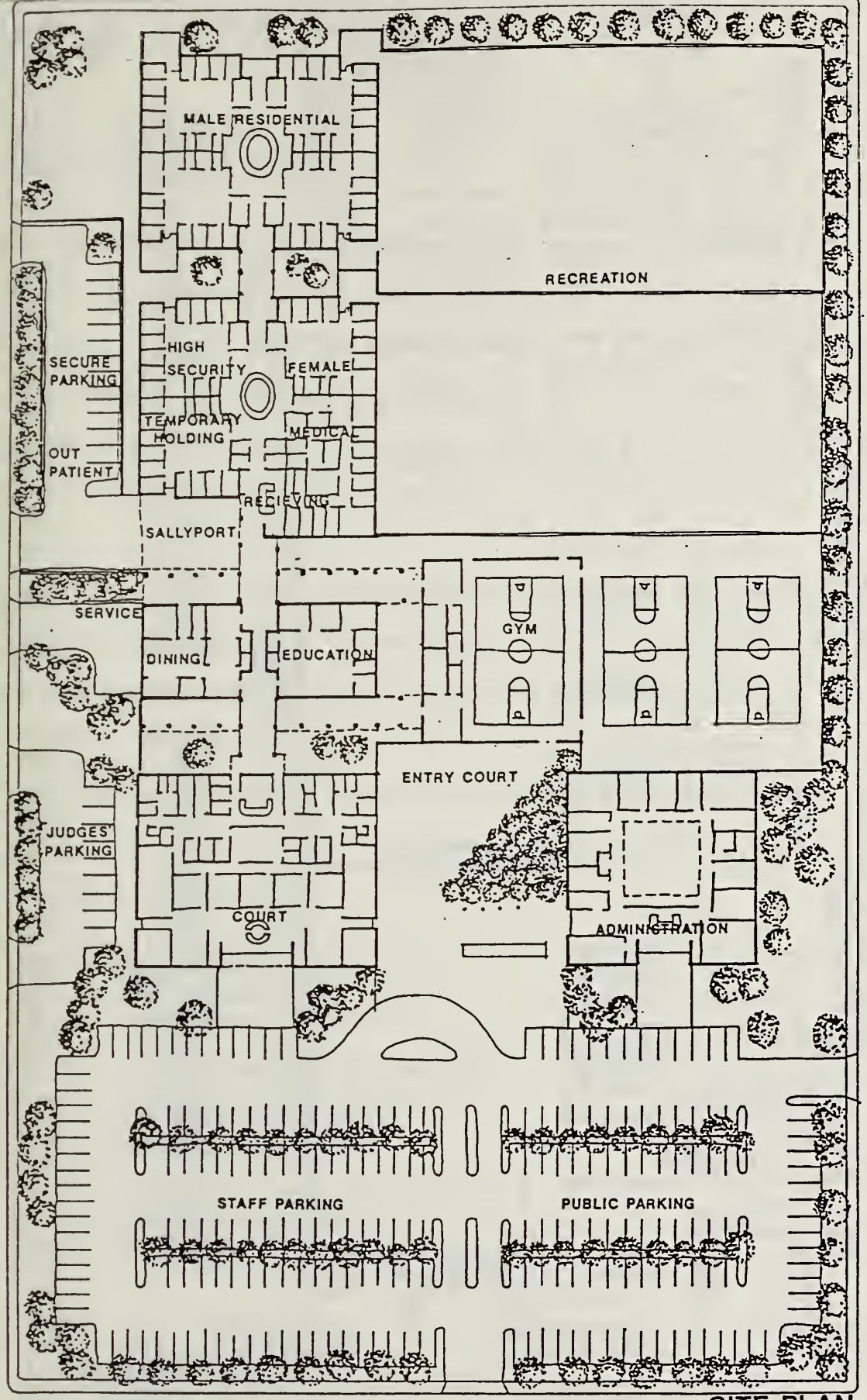
Sun Exposure

Window and door openings should be given maximum protection from afternoon, summer sun exposure; this could conflict with achieving the maximum view potential. Conversely, the exposure of interiors to indirect sunlight should be maximized where this could benefit facility program achievement.

Topography

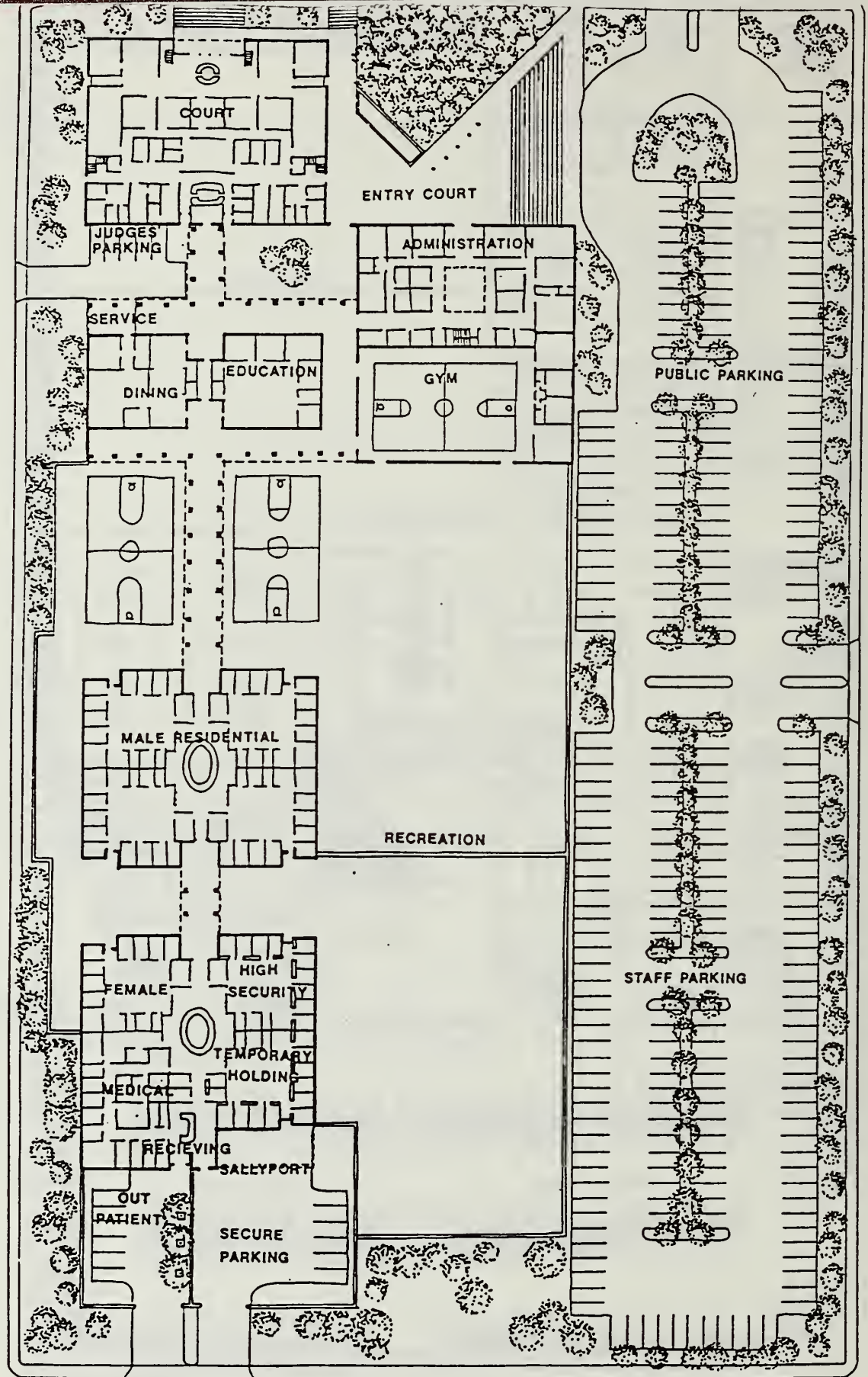
Care should be taken conform reasonably with existing topography. Excessive grading can and should be avoided to allow melding of the new facility with the site. The potential for high facility visibility afforded by topographic features should be capitalized upon. Site and building design should be carefully articulated to capture the greatest possible visibility. For the purposes of this report, a level site was assumed.


PARKING
COURTS/
ADMINISTRATION
SECURE
RECEIVING
SERVICE
DINING
EXTERIOR
COURTYARDS
RESIDENTIAL
EDUCATION
OUTSIDE RECREATION


MALE RESIDENTIAL
RECREATION
SECURE PARKING
HIGH SECURITY
FEMALE
TEMPORARY HOLDING
MEDICAL
OUT PATIENT
RECIEVING
SALLYPORT
SERVICE
DINING
EDUCATION
GYM
ENTRY COURT
JUDGES' PARKING
COURT
ADMINISTRATION
STAFF PARKING
PUBLIC PARKING

SITE PLAN

A


COURT
ENTRY COURT
JUDGES PARKING
ADMINISTRATION
SERVICE
DINING
EDUCATION
GYM
PUBLIC PARKING
MALE RESIDENTIAL
RECREATION
STAFF PARKING
FEMALE
HIGH SECURITY
TEMPORARY HOLDING
MEDICAL
RECIEVING
SALLYPORT
OUT PATIENT
SECURE PARKING

SITE PLAN

B

SUMMARY OF PROBABLE CONSTRUCTION COSTS

The feasibility study of new construction or renovation projects must include an estimate of costs. Construction costs can be determined at the conceptual phase of a project by using comparable projects when possible, current budget projections for similar facilities, accepted cost-per-bed figures or a combination of the above. Evaluating a project from different budget assumptions is a valid technique.

Cost estimates are developed by assembling current and projected building costs. Using comparisons, the anticipated facility development costs for the proposed San Francisco facility can then be calculated.

The following sources were used in cost estimate preparation:

Cost Estimating Guides

LSI, Lee Saylor, Inc.
Current Construction Cost
15th Edition
Walnut Creek, California

Building Construction Cost Data
Robert Snow Means Company Inc.
100 Construction Plaza
Duxbury, Massachusetts

National Construction Estimator
Craftsman Book Company
542 Stevens Avenue
Solana Beach, California

Fisher Compucost
5045 E. McKinley
Fresno, California

It is emphasized that this estimate is prepared for conceptual analysis. Should the project proceed, additional work is recommended. Estimates should be prepared when the scope of work is complete; at the end of schematic design; at the end of design development; and before construction bids are requested.

Conceptual Cost Estimate Calculation for a New Secure Detention Facility

The following information is presented to identify the estimated costs of various components within the juvenile facility. It is limited to those costs associated only with the construction of the facility. Costs related to site acquisition have not been considered.

Project costs are divided into two areas; those assigned to constructing the facility, and those assigned to implementation and operations, such as staff costs. This estimate does not consider the latter expenses.

The following assumptions and limitations are used to develop the estimates presented:

1 Costs identified are limited to those associated with the facility only.

2 Facility costs are based on the requirements of Uniform Building Code Type I and II, fire resistive structure, potentially sprinkled.

3 Relocation expenses and temporary housing costs have not been determined.

To determine comparable building cost projections, numerous sources were contacted. New construction and future budgets have been considered to

determine the range of building costs for similar facilities. When a range of construction costs has been established, planning principles and guidelines can be used to budget the space of the existing facility. With an understanding of the use of the physical space, new construction costs can be calculated.

1 Considering previous correctional structures:

Structures presently under construction or in final stages of the architectural process indicate that costs for Type I, fireproof construction, would cost between $135 and $225 per square foot. The following cost comparisons are adjusted for inflation and are representative of costs in June, 1987.

- Juvenile Hall, San Luis Obispo, California, $99/SF (1981)
- Women's Jail, San Luis Obispo, California, $137/SF (1982)
- Trenton Penitentiary [11,000 SF/single-story], $130/SF (1975)
- Alameda County Detention Facility [227,630 SF/576 cells], $105/SF (1974)
- Oklahoma Correctional Facility, Lexington, Oklahoma, [77,650 SF/two-story], $84/SF (1976)
- Juvenile Justice Facility, Modesto, [40,436 SF], $120/SF (1977)
- Sutter County Law Office [32,000 SF], $110/SF
- Shasta County Juvenile Hall addition, $110/SF (May, 1987)

Inflation costs must be anticipated. Increase costs by .5% for each month between the start of design and the estimated midpoint of construction.

2 Considering cost per bed projections:

Budgets for new buildings are sometimes evaluated according to cost per bed. This can be used as an indicator when studying the feasibility of a new or proposed renovation project.

- Juvenile Hall, San Luis Obispo, California, $45,000/bed (April, 1980)

- Kings County Juvenile Hall, Hanford, California, $45,000/bed (June, 1980)
- Shasta County Juvenile Hall, Redding, California $22,000/bed (remodel and additions -- beds and dayroom only)
- Present jails have two ranges proposed for planning purposes:
  a. $40,000 per bed (low)
  b. $70,000 per bed (high)
- County Jail, Ventura, California, $50,000/bed (1978)
- MCC, San Diego, $28,750/bed (1978)
- Open campus facility, Camarillo, California, projected $43,400/bed (1979)
- New medium security prisons in California, 400-bed facilities, are projected to cost $50,000/bed (December, 1979)
- State of California, Board of Corrections, $60,000-70,000/bed (Summer, 1981)

Life Cycle Costs

In addition to the construction costs associated with new or remodeled facilities,ongoing, life cycle costs must be anticipated. This process requires an economic assessment of an item, area, system or facility that considers all significant costs of ownership over an economic life, expressed in terms of equivalent dollars. Most important is the consideration of "equivalent dollars." This requires consideration of all expenses that will occur at various times in the future. Comparison is possible if these costs are expressed by a common baseline, usually current dollars. Follow-on costs can then be analyzed with initial costs.

The major elements of total costs are outlined:

Initial Costs

- Fees generally include architectural, mechanical, electrical, and structural engineers, etc.
- Construction costs include all materials and labor.
- Administrative costs include miscellaneous contract services, printing, copying, and County representative.

Life Cycle Costs

- Financing which involves interest, carrying charges, loan origination and closing costs.
- Operation of the facility in terms of energy consumption, etc.
- Maintenance of equipment and facility components.
- Salvage value is the present value of the facility. If no other use can be predicted for a facility, a negative value for demolition must be added at the end of the life cycle period.
- Associated costs include those such as functional use, denial of use, security, insurance, and other annual cost impacts not considered elsewhere.
- Tax elements include depreciation, investment credit, lease/buyback options, etc. These are not usually major items considered by a County.

Implementation

Since remodel or new facilities have not yet been designed, it is not possible to consider in detail life cycle cost benefits. During the conceptual design phase of the project, specific areas should be evaluated. Mechanical systems, electrical layouts, and construction materials can be evaluated. The project has to realize the interaction between the building and its environment. Four major areas should be considered during design reviews.

1 Analysis of a building envelope must include orientation of the facility on the site with respect to solar impact, entry areas, and support access. In addition, interior and exterior materials, landscaping needs, insulation, etc. are reviewed.

2 The functional layout of the interior of the facility is developed based upon programmed activities, required openings, and mechanical/electrical rooms.

3 Mechanical systems (HVAC) are analyzed for heat gain and loss, natural ventilation, recovery systems, etc.

4 Electrical and lighting requirements for natural and task lighting, energy consumption and fixture selection are considered.

Energy represents approximately 10 to 15 percent of life cycle costs of a typical projection. This estimate is increased for County projects because taxes will not be included. Design strategies should explore "passive" techniques which recognize solar radiation, thermal storage techniques, appropriate shading, local climatic conditions, occupancy profile, and appropriate systems for a juvenile facility.

Lighting is typically the largest energy user in a correctional facility. Natural light reduces the need for artificial illumination. Increased volume can be used to distribute natural light more effectively over large areas. Task lighting can be controlled and located at individual stations.

The California Administrative Code, Title 24, establishes minimum guidelines for the design of electrical and mechanical systems. Because of the anticipated future costs of energy, it is cost effective to exceed standards in selected areas. For example, insulation within a building shell is a relatively inexpensive initial cost. The savings, however, are realized over the life of the structure. The payback period is usually two years or less.

Staffing Costs

With the addition of beds, personnel costs are expected to increase. Since the project life cycle cost is normally recognized to anticipate 90 percent of the total County outlay for personnel, eight percent for operating expenses, and two percent for initial construction, the completed facility must not require unnecessary positions. The building configuration/layout will impact staff if proper security and operations are not satisfied. Initial cost of surveillance equipment can be justified if staffing can be reduced.

AREA AND COST SUMMARY

	Description	Unit SF	Unit Cost	Total Cost
1.0	Courts and Related City Agencies	16,700	$1,979,500	
2.0	Administration	5,770	$570,200	
3.0	Probation Services	5,200	$445,500	
4.0	Receiving (Coed)	4,465	$671,500	
5.0	Medical Services	5,600	$561,400	
6.0	Education	3,905	$359,700	
7.0	Recreation, Indoor	5,535	$803,350	
8.0	Food Services	3,665	$388,050	
9.1	Residence (Male)	2,225	$333,150	
9.2	Residence (Male)	2,225	$333,150	
9.3	Residence (Male)	2,225	$333,150	
9.4	Residence (Male)	2,225	$333,150	
9.5	Residence (Female)	2,225	$333,150	
9.6	Residence - Secure (Coed)	1,905	$307,050	
10.0	Support	3,600	$321,000	
	TOTAL NET BUILDING AREA	67,470	$8,073,000	
	Interior Circulation (Building/Mechanical)	43,856	$1,973,498	
	TOTAL GROSS BUILDING AREA	111,326	$10,046,498	$10,046,498
11.0	Site Work	180,200	$2,146,800	
12.0	Recreation, Outdoor	152,600	$2,126,000	
	SUBTOTAL	444,126	$4,272,800	$14,319,298
	Design Contingency	15%	$2,147,895	
	TOTAL PROBABLE CONSTRUCTION COST			$16,467,193

This estimate excludes costs related to the following items:

Site aquisition
Financing
Inflation
Construction contingency
Professional fees
Kitchen equipment
Unknown site conditions
Alarm pen system, security systems
Building furnishings
Demolition of existing structures
Building permit
Owner's supervision
Testing, surveys, soils, reports, etc.
Moveable equipment
City hook-up fees
Washer and dryer equipment
Telephone system
Power and transformer utilities

PROBABLE CONSTRUCTION COST

Description		Unit SF	No.	Total SF	Price/SF	Cost	Total Cost
COURTS AND RELATED AGENCIES							
1.1	Lobby/Information Desk/ Waiting (50 persons)	425	2	850	$80	$68,000	
	Toilets	100	2	200	$175	$35,000	
1.2	Courtrooms	800	2	1,600	$185	$296,000	
1.3	Judge's Chambers	200	2	400	$110	$44,000	
	Toilets	50	2	100	$60	$6,000	
1.4	Judge's Secretary	100	1	100	$100	$10,000	
	Storage	50	1	50	$60	$3,000	
1.5	Jury Assembly (Future)	600	1	600	$90	$54,000	
	Toilets	50	2	100	$175	$17,500	
1.6	Bailiff	100	1	100	$90	$9,000	
	Clerk	100	1	100	$90	$9,000	
	Recorder	100	1	100	$90	$9,000	
	Interpreter	100	1	100	$90	$9,000	
1.7	Hearing Rooms	400	4	1,600	$185	$296,000	
1.8	Commissioner's Chambers	120	4	480	$100	$48,000	
	Commissioners Secretary	100	1	100	$90	$9,000	
1.9	Traffic Hearing Room	400	1	400	$185	$74,000	
	Traffic Waiting Room	200	1	200	$80	$16,000	
	Traffic Hearing Officer	120	1	120	$100	$12,000	
1.10	Attorney/Visitation Interview	100	2	200	$90	$18,000	
1.11	Holding Rooms	100	2	200	$225	$45,000	
1.12	County Clerk Counter	200	1	200	$90	$18,000	
	County Clerk (3)	100	3	300	$90	$27,000	
	Records Area	200	1	200	$80	$16,000	
	Vault/Court Exhibits	100	1	100	$500	$50,000	
1.13	Police Liason	150	1	150	$90	$13,500	
	Police Line-up	150	1	150	$130	$19,500	
1.14	District Attorney	100	7	700	$90	$63,000	
	D.A. Investigations	100	3	300	$90	$27,000	
	D.A. Secretary (3)	200	1	200	$90	$18,000	
	Waiting Area	150	1	150	$80	$12,000	
	Storage	100	1	100	$60	$6,000	
	Toilets	100	2	200	$175	$35,000	
	Conference (12)	250	1	250	$80	$20,000	
1.15	Public Defender Office	100	10	1,000	$90	$90,000	
	P.D. Investigations	100	3	300	$90	$27,000	
	P.D. Secretary (4)	300	1	300	$90	$27,000	
	P.D. Waiting Area	150	1	150	$80	$12,000	
	P.D. Storage	100	1	100	$60	$6,000	
	P.D. Toilets	50	2	100	$175	$17,500	
	P.D. Conference (10)	250	1	250	$80	$20,000	

Probable Construction Cost

	Description	Unit SF	No.	Total SF	Price/SF	Cost	Total Cost
1.16	City Attorney's Offices	100	8	800	$90	$72,000	
	C.A. Waiting Area	150	2	300	$175	$52,500	
	C.A. Secretary	150	1	150	$90	$13,500	
	C.A. Para-Legal Aid (5)	400	1	400	$90	$36,000	
	C.A. Storage	50	2	100	$60	$6,000	
	C.A. Conference (10)	200	1	200	$80	$16,000	
1.17	Dept. of Social Service	100	4	400	$90	$36,000	
	DSS Court Officers	300	1	300	$90	$27,000	
	Clerical (4)	300	1	300	$60	$18,000	
	Records Area	200	1	200	$80	$16,000	
	Toilet	50	1	50	$90	$4,500	
1.18	Law Library	200	1	200	$150	$30,000	
1.19	Juvenile Justice Comm.	400	1	400	$100	$40,000	
	Total Courts and Related City Agn.			16,700			1,979,500
ADMINISTRATION							
2.1	Chief Probation Officer	400	1	400	$100	$40,000	
	Assistant CPO	150	1	150	$90	$13,500	
	Receptionist/Secretary	150	1	150	$90	$13,500	
	File Storage	40	1	40	$60	$2,400	
	Waiting Area (10 person)	150	1	150	$80	$12,000	
	Public Toilets	100	2	200	$175	$35,000	
2.2	Dir. of Probation Services	200	1	200	$100	$20,000	
	Director's Secretary	100	1	100	$90	$9,000	
2.3	Staff Training Room(30)	500	1	500	$80	$40,000	
	Audio Visual Storage	100	1	100	$60	$6,000	
	Training Officer	120	1	120	$90	$10,800	
	Secretary/Training	80	1	80	$90	$7,200	
2.4	Director of Juv. Hall	200	1	200	$100	$20,000	
	Director's Secretary	100	1	100	$90	$9,000	
	Staff Office	100	2	200	$90	$18,000	
	Conference (30 person)	500	1	500	$80	$40,000	
2.5	Business Manager	150	1	150	$90	$13,500	
	Secretary/Business	80	1	80	$90	$7,200	
	Accounting (5)	400	1	400	$90	$36,000	
	Record Storage/ Workroom/Mailroom	300	1	300	$80	$24,000	
	Tel. Sw. Board Operator	100	1	100	$90	$9,000	

Probable Construction Cost

	Description	Unit SF	No.	Total SF	Price/SF	Cost	Total Cost
2.6	Dir. Of Info. Services	120	1	120	$90	$10,800	
	Secretary/Services	80	1	80	$90	$7,200	
	Staff/Wordprocessing(4)	400	1	400	$90	$36,000	
	Main Computer Room	80	1	80	$175	$14,000	
	Computer Printer Room	80	1	80	$140	$11,200	
	Storage	80	1	80	$60	$4,800	
2.7	Staff Lounge/Lockers	400	1	400	$110	$44,000	
	Toilets	50	2	100	$300	$30,000	
	Kitchen (Galley Type)	50	1	50	$150	$7,500	
	Vending	75	1	75	$80	$6,000	
2.8	Janitor	35	1	35	$110	$3,850	
2.9	Toilet	50	1	50	$175	$8,750	
	Total Administration			5,770			570,200
PROBATION SERVICES							
3.1	Reception	100	1	100	$80	$8,000	
	Waiting	200	1	200	$80	$16,000	
	Toilets	50	2	100	$175	$17,500	
3.2	Offices	100	10	1,000	$90	$90,000	
3.3	Modules	80	30	2,400	$80	$192,000	
3.4	Conference	200	2	400	$80	$32,000	
3.5	Small Conference	100	6	600	$90	$54,000	
3.6	Steno Pool	80	5	400	$90	$36,000	
	Total Probation Services			5,200			445,500
RECEIVING, COED							
4.1	Waiting (10 person)	150	1	150	$80	$12,000	
4.2	Intake/Booking/ Search Area	80	1	80	$80	$6,400	
	Clothing Storage	150	1	150	$75	$11,250	
	Clothing Issue	100	1	100	$75	$7,500	
	Toilet/Shower	50	2	100	$300	$30,000	
4.3	Reception/Control	500	1	500	$275	$137,500	
4.4	Interview/Visiting A	100	2	200	$110	$22,000	
	Interview/Visiting B	150	1	150	$110	$16,500	
4.5	Temporary Holding/ Admissions	70	8	560	$225	$126,000	
4.6	Medical Observation	70	2	140	$225	$31,500	
4.7	Toilets	50	2	100	$300	$30,000	
4.8	Living Area	350	1	350	$110	$38,500	
4.9	Activity Area	420	1	420	$110	$46,200	
4.10	Staff Area	100	1	100	$110	$11,000	

Probable Construction Cost

	Description	Unit SF	No.	Total SF	Price/SF	Cost	Total Cost
4.11	Assistant Dir. Office	150	1	150	$110	$16,500	
4.12	Supervisor Office	80	12	960	$110	$105,600	
4.13	Counselor Breakroom	120	1	120	$110	$13,200	
4.14	Youths Personal Storage	100	1	100	$60	$6,000	
4.15	Janitor	35	1	35	$110	$3,850	
	Total Reception, Coed			4,465			$671,500
MEDICAL SERVICES							
5.1	Director's Office	200	1	200	$90	$18,000	
5.2	Assistant Director	120	5	600	$90	$54,000	
5.3	Secretary	100	3	300	$90	$27,000	
	Waiting in/out-patient	80	4	320	$80	$25,600	
5.4	Professional Office	100	15	1,500	$90	$135,000	
5.5	Nurse's Office	80	14	1,120	$90	$100,800	
5.6	Exam Room	100	6	600	$130	$78,000	
	Toilet	50	4	200	$175	$35,000	
5.7	Toilet With Tub	60	1	60	$300	$18,000	
5.8	Medical Records/Storage	300	1	300	$60	$18,000	
5.9	Dentist Exam	100	1	100	$130	$13,000	
5.10	Lab	100	2	200	$130	$26,000	
5.11	X-ray	100	1	100	$130	$13,000	
	Total Medical Services			5,600			$561,400
EDUCATION							
6.1	Room (8 chairs each)	250	6	1,500	$90	$135,000	
6.2	Central Multi-Purpose Area (w/computer stations)	1,000	1	1,000	$90	$90,000	
6.3	Library	250	1	250	$80	$20,000	
6.4	General Storage	40	1	40	$60	$2,400	
6.5	AV Storage	40	1	40	$60	$2,400	
6.6	Arts/Crafts Storage	40	1	40	$60	$2,400	
6.7	Toilet	50	2	100	$175	$17,500	
6.8	Janitor	35	1	35	$100	$3,500	
6.9	Principal's Office	150	1	150	$90	$13,500	
	Vice Principal's Office	150	1	150	$90	$13,500	
	Secretary/File/Storage Reception	200	1	200	$90	$18,000	
6.10	Teachers Preparation	200	1	200	$90	$18,000	
6.11	Toilet	50	2	100	$175	$17,500	
6.12	Storage	100	1	100	$60	$6,000	
	Total Education			3,905			359,700

Probable Construction Cost

Description		Unit SF	No.	Total SF	Price/SF	Cost	Total Cost
RECREATION, INDOOR							
7.1	Lobby	400	1	400	$80	$32,000	
7.2	Gymnasium	3,000	1	3,000	$120	$360,000	
7.3	Weight Room	500	1	500	$120	$60,000	
7.4	Storage	500	1	500	$60	$30,000	
7.5	Toilets	50	2	100	$175	$17,500	
7.6	Janitor	35	1	35	$110	$3,850	
7.7	Showers/Dressing	400	2	800	$300	$240,000	
7.8	Staff Toilet/Showers	200	1	200	$300	$60,000	
	Total Recreation, Indoor			5,535			$803,350
FOOD SERVICES							
8.1	Dining, 30x50	1,500	1	1,500	$80	$120,000	
8.2	Food Prep/Service	700	1	700	$150	$105,000	
8.3	Dishwashing	150	1	150	$150	$22,500	
8.4	Storage	400	1	400	$100	$40,000	
8.5	Freezer/Cold Storage	250	1	250	$150	$37,500	
8.6	Office Area	30	1	30	$90	$2,700	
8.7	Toilet	50	2	100	$300	$30,000	
8.8	Locker Room	100	2	200	$80	$16,000	
8.9	Janitor	35	1	35	$110	$3,850	
8.10	Trash	200	1	200	$25	$5,000	
8.11	Loading Dock	100	1	100	$55	$5,500	
	Total Food Services			3,665			$388,050
RESIDENCE, MALE							
9.1	Bedroom	100	9	900	$180	$162,000	
	Bedroom	120	1	120	$180	$21,600	
	Toilets	50	2	100	$300	$30,000	
	Living Area	350	1	350	$110	$38,500	
	Activity Area	420	1	420	$110	$46,200	
	Staff Area	100	1	100	$110	$11,000	
	Youths Personal Storage	100	1	100	$80	$8,000	
	Janitor	35	1	35	$110	$3,850	
	Interview/Quiet/ Counseling	100	1	100	$120	$12,000	
	Total Residence, Male			2,225			$333,150

Probable Construction Cost

Description	Unit SF	No.	Total SF	Price/SF	Cost	Total Cost
RESIDENCE, MALE						
9.2 Bedroom	100	9	900	$180	$162,000	
Bedroom	120	1	120	$180	$21,600	
Toilets	50	2	100	$300	$30,000	
Living Area	350	1	350	$110	$38,500	
Activity Area	420	1	420	$110	$46,200	
Staff Area	100	1	100	$110	$11,000	
Youths Personal Storage	100	1	100	$80	$8,000	
Janitor	35	1	35	$110	$3,850	
Interview/Quiet/ Counseling	100	1	100	$120	$12,000	
Total Residence, Male			2,225			$333,150
RESIDENCE, MALE						
9.3 Bedroom	100	9	900	$180	$162,000	
Bedroom	120	1	120	$180	$21,600	
Toilets	50	2	100	$300	$30,000	
Living Area	350	1	350	$110	$38,500	
Activity Area	420	1	420	$110	$46,200	
Staff Area	100	1	100	$110	$11,000	
Youths Personal Storage	100	1	100	$80	$8,000	
Janitor	35	1	35	$110	$3,850	
Interview/Quiet/ Counseling	100	1	100	$120	$12,000	
Total Residence, Male			2,225			$333,150
RESIDENCE, MALE						
9.4 Bedroom	100	9	900	$180	$162,000	
Bedroom	120	1	120	$180	$21,600	
Toilets	50	2	100	$300	$30,000	
Living Area	350	1	350	$110	$38,500	
Activity Area	420	1	420	$110	$46,200	
Staff Area	100	1	100	$110	$11,000	
Youths Personal Storage	100	1	100	$80	$8,000	
Janitor	35	1	35	$110	$3,850	
Interview/Quiet/ Counseling	100	1	100	$120	$12,000	
Total Residence, Male			2,225			$333,150

Probable Construction Cost

Description		Unit SF	No.	Total SF	Price/SF	Cost	Total Cost
RESIDENCE, FEMALE							
9.5	Bedroom	100	9	900	$180	$162,000	
	Bedroom	120	1	120	$180	$21,600	
	Toilets	50	2	100	$300	$30,000	
	Living Area	350	1	350	$110	$38,500	
	Activity Area	420	1	420	$110	$46,200	
	Staff Area	100	1	100	$110	$11,000	
	Youths Personal Storage	100	1	100	$80	$8,000	
	Janitor	35	1	35	$110	$3,850	
	Interview/Quiet/ Counseling	100	1	100	$120	$12,000	
	Total Residence, Female			2,225			$333,150
RESIDENCE - HIGH SECURITY							
9.6	Bedroom	70	10	700	$225	$157,500	
	Toilets	50	2	100	$300	$30,000	
	Living Area	350	1	350	$110	$38,500	
	Activity Area	420	1	420	$110	$46,200	
	Staff Area	100	1	100	$110	$11,000	
	Residential Storage	100	1	100	$80	$8,000	
	Janitor	35	1	35	$110	$3,850	
	Interview/Quiet Counseling	100	1	100	$120	$12,000	
	Total Residence - High Security			1,905			$307,050
SUPPORT							
10.1	Program Space/ Multipurpose Room	500	1	500	$110	$55,000	
10.2	Vol. Auxillary Store	200	1	200	$130	$26,000	
	Vol. Aux. Offices (4)	300	1	300	$90	$27,000	
	Vol. Aux. Storerooms	200	2	400	$60	$24,000	
	Vol. Aux. Storerooms	300	1	300	$60	$18,000	
10.3	Laundry	300	1	300	$150	$45,000	
	Linen Storage	150	1	150	$60	$9,000	
	Seamstress	150	1	150	$90	$13,500	
10.4	Locker Room/Dressing	100	2	200	$80	$16,000	
10.5	Toilet	2	50	100	$175	$17,500	
10.6	Maintenance	500	1	500	$70	$35,000	
	Grounds Maintenance Area (Garage)	500	1	500	$70	$35,000	
	Total Support			3,600			$321,000

Probable Construction Cost

Description	Unit SF	No.	Total SF	Price/SF	Cost	Total Cost
TOTAL NET BUILDING AREA			67,470			8,073,000
Circulation and Mechanical			43,856	$45	$1,973,498	
TOTAL GROSS BUILDING AREA			111,326	$90		$10,046,498
SITE WORK						
11.1 Visitor Parking	300	50	15,000	$7	$105,000	
11.2 Staff Parking	300	217	65,100	$7	$455,700	
11.3 Intake Parking	300	6	1,800	$7	$12,600	
11.4 Short-Term Parking	300	5	1,500	$7	$10,500	
11.5 Off Site Utility Allowance					$75,000	
11.6 Loading Area	800	1	800	$60	$48,000	
11.7 Site Landscaping	96,000	1	96,000	$15	$1,440,000	
Total Site Work			180,200			$2,146,800
RECREATION, OUTDOOR						
12.1 Hardtop Surfaces	10,000	2	20,000	$40	$800,000	
12.2 Sod Playfields	67,600	1	67,600	$10	$676,000	
12.3 Security Fence/Wall	65,000	1	65,000	$10	$650,000	
Total Recreation, Outdoor			152,600			$2,126,000
SUBTOTAL						$14,319,298
Design Contingency				15%	$2,147,895	
TOTAL PROBABLE CONSTRUCTION COST						$16,467,192

THE CONCEPT

The model treatment program has proposed that all youths be brought to community-based Youth Services Centers, where a probation officer will apply strict criteria to determine whether that youth is eligible for secure detention. If the youth is eligible, then the police officer will transport the youth to the central secure detention facility for intake. If the youth is not eligible for secure detention, then the youth will remain at the Youth Services Center for up to a maximum of 12 hours, at which time the youth will be referred to a community-based placement or release to a responsible family member or mentor. Whether the youth is detained securely or not, all youths who come into contact with the Juvenile Justice System in San Francisco will be given a one-hour clinical diagnostic assessment by a trained professional and will be required to satisfactorily complete an individualized program of services as a requirement for release.

The Youth Services Centers are the critical facility in this new process. Symbolically, they will be the "open doors" of the City's Juvenile Justice System, through which the public always has access. All youths will be oriented into the system here and after a one-hour or one-year stay will be transitioned back into their community. This concept has the potential, by its physical location within the most high-risk neighborhoods and its emphasis on assessment and required individualized services, to act as a resource to families in crisis. It has a chance to become a connection between the real needs of youth in trouble and the City's institutionalized

services which have the financial and professional ability to meet those needs.

ONE PART OF THE WHOLE SYSTEM

A Youth Services Center is a transitional point along the path from police contact to court appearance, if required. It is a place of rapid decision-making and must be programmatically and environmentally structured to facilitate this task. It must present an atmosphere of calm and obvious care to the young people who will be served there. They must be able to realize that their well-being is the primary concern and that all efforts are being made for them, not against them. It will serve to limit the penetration of young people into the juvenile justice system and thus promote the use of "least restrictive settings" whenever a youth cannot return to his home. It is incumbent upon properly functioning Youth Services Centers to refer a juvenile to a beneficial setting as quickly as possible. This will ensure the provision of necessary services and care, thus minimizing emotional and psychological harm which often occurs during those first critical hours after police contact.

However, it is not always possible to determine a proper course of action immediately. The chances of inappropriate placement or service programs are multiplied when quick decisions based on incomplete information are required. A community-based facility, which provides screening and crisis intervention, would reduce the number of improper secure placements dramatically, if not eliminate them entirely. Intake services concentrating

on personal interaction between staff and youth should be made readily available. Advanced operational principles clearly indicate the benefits of interpersonal interaction at intake as a method for eliminating trauma and avoiding the confusion and deleterious effects associated with impersonal handling.

It is obvious that if a young person must remain at intake for a briefly extended period while appropriate dispositions or transfer are sought, a bedroom, sitting area and sanitary facilities would be far more desirable than a metal slab bench in a lifeless waiting room. So even now, youth service centers with environmentally sound living conditions may be considered an appropriate systematic response to pressing need for up to 24 hours for juvenile referrals.

With this in mind, a critical juncture is reached. Intake services are always needed, and some sleeping capacity can be justified at intake in select instances which will be enumerated later. Based on the assumption that well-defined criteria can be established to delineate precise circumstances under which a youth may be held overnight, and assuming that such criteria will be rigorously followed, it is reasonable to suggest that juveniles held in this fashion would be involved in crisis counseling and interaction with court staff, parents and other agencies. Complete residential services, such as educational and recreational activities, would not be available. The object is to: eliminate the needless placement of young people in settings not specifically geared to their needs, and minimize unnecessary shuffling of youth between various points by providing

comprehensive services at one place. Intake service workers could thus perform their jobs more effectively.

In order for this type of operation to be developed so that all referrals, regardless of offense classification, could be handled at these intake point, it would be necessary that the facility not be classified as "secure." It is true a youth may be held securely. It is also true that he or she may remain there under court supervision for up to four hours when secure custody is necessary. But either of these may occur only if not other suitable alternative is immediately available. Such capability is intended only to augment a comprehensive system of intake services. It is meant to heighten the capability of court personnel to provide the most effective personal and family sources possible.

In summary, a Youth Services Center cannot operate in a vacuum. It must be coordinated with other essential programs and services and should be construed as the first valuable step among many to a properly functioning juvenile justice system. The Youth Services Center should be viewed as essentially providing around-the-clock intake and crisis counseling services pending release to parents or other appropriate placement. Where residential services are necessary, the level of security should emphasize staff supervision, procedures designed to stabilize the crisis situation, and open communications between staff and youths. Some failsafes, described in the following text, should prevent untoward use of residential space and emphasize the critical importance of staff interaction with young people. The juvenile court system is simply frustrated by the financial and

procedural difficulties which must be overcome when systematic change is undertaken.

HOW IT WILL WORK

Reception, 0-4 Hours

Immediately, all youths will receive supervision, family counseling and other crisis intervention services including dispute resolution, while past court records and circumstances involving the alleged offense are reviewed. Medical services will be rendered if necessary. Individual and/or family group counseling will seek solutions to the situations that led to the youth's referral. Every precaution must be taken to eliminate unnecessary holding in the semi-residential environment attached to reception. Many times the youth will be returned home pending further court action. When this is not possible or when continued court involvement is required, the most appropriate alternative placement will be determined.

Youths will be treated in the most appropriate manner, depending on their individual needs. One-to-one contact between young people and staff for interviewing and counseling will be necessary. The design of the facility should allow casual staff supervision during periods of less intense interaction. Some provision for sleeping and/or individual waiting space will be necessary if a youth remains at the Youth Services Center for more than four hours, while parents are contacted or other arrangements are being completed.

A separate youth waiting area, similar to a residential living room, which may be supervised from a reception desk, should serve most juveniles. Interview/counseling rooms visible from reception and/or staff work areas will accommodate most of the intensive screening activities from 0 to 4 hours. The waiting area should be separated into two sections for male/female or aggressive/withdrawn, etc. Only in cases where the youth exhibits pronounced tendencies toward violent behavior and has been referred for an alleged serious offense may one of the separate interior rooms be utilized for waiting purposes.

This intensive assessment phase should involve several operations, including family and legal counseling and the accumulation of as much information as possible concerning the youth, personal history and the events that led to the referral. A determination of the need for continuing services and for further court appearances should be completed. If continued court involvement is warranted, a placement decision must be made. The appropriate persons or agencies must then be contacted to establish placement arrangements. The youth should be released or remanded to other appropriate settings within this four-hour period if possible. When final arrangements are nearing completion, the juvenile may remain in the youth waiting area for the full four hours.

Conditions for Stay at Intake, Beyond 4 Hours

Only in rare circumstances is it anticipated that alleged status offenders will need to remain at intake beyond the initial four-hour screening

process. By that time, a return to home or placement in other available non-secure alternative should be completed. It is possible, however, that a late night first contact or when parents or other family cannot be reached may result in the need for a lengthier waiting period. Under such conditions, an interview room may be made available for sleeping or privacy if desired. These rooms should not be locked and should be arranged so as to provide for continuing supervision from the reception area.

Sleeping/Living Accommodations at Intake, Beyond 4 Hours

Interview rooms may be used at intake under varying but precise circumstances by youth referrals of every category. For this reason it is necessary to describe continuing services which must be provided in each case on a time-limited basis.

It is anticipated that a more extended use of interview rooms at intake will occur in instances where a secure placement determination has been made. This will be the only time such use will constitute an actual secure holding function and will involve the holding of juveniles accused of more serious offenses when a need for secure custody has been demonstrated. Counseling, client/staff interaction and case investigation will continue during this period. Many times, difficulties will be ironed out so that alternative residential arrangements can be made. The holding capability clearly is intended to provide a breathing space so that adequate services can be provided and as a precaution against unnecessary secure placement.

ENVIRONMENTAL CONSIDERATIONS

A comfortable, normal environment is desired in order to minimize trauma and anti-social behavior and to productively intervene and conduct necessary screening and counseling activities. While it is difficult, for programmatic, reasons to duplicate the home environment, it is possible to incorporate many of the features of the typical residential setting and encourage a more familiar and normative atmosphere. For example, natural light as well as an exterior view should be available in all areas and rooms to which youths have access. Standard windows may be used in the entry and waiting areas. Skylighting is also appropriate.

In general, the interior arrangements of spaces, finish materials and furnishings should present no expectation of abusive behavior, but should be durable and easily maintained. Reception and waiting areas may present a "softer" appearance through the use of typically residential materials such as painted drywall, wood, carpeting, and planting. The availability of spaces of varying size and shape and movable furnishings will also assist in creating a more "home-like" environment.

In keeping with the objectives of minimizing the stigma often associated with juvenile justice facilities and of enhancing the community-based nature of the program, Youth Services Centers should avoid any resemblance to more institutional settings. The building configuration on the site, exterior appearance and sitework should be designed to promote a relaxed atmosphere and blend with the existing neighborhood structures. In fact, along with

the high cost of new construction, this is a very good reason to remodel an existing building for this facility rather than building new.

DESIGN CONSIDERATIONS

Size

We recommend that the maximum number of interview rooms be restricted to six which may be used for sleeping by referrals who remain at intake for up to 24 hours. The development of additional bedspaces, since such spaces are used when available, would cause the facility to assume too strongly the character of a residential setting. If more bedspaces are seen to be needed, the obvious implication is that more alternative placement bedspaces, both secure and non-secure, are required. Under no circumstances should this need be fulfilled at intake.

Spatial Relationships

The spatial design must complement a varying population composition as well as simplify screening/supervision responsibilities. Spaces may be multiple use in nature by supporting various types of activities such as sleeping, interviewing and waiting, thus avoiding the necessity of constructing separate areas. All areas should be of a comfortable character reflecting the environmental ideals envisioned for normative, homelike and least-restrictive settings.

Public and youth entries and waiting areas should be separated. A single reception area serving both would be most efficient operationally. The

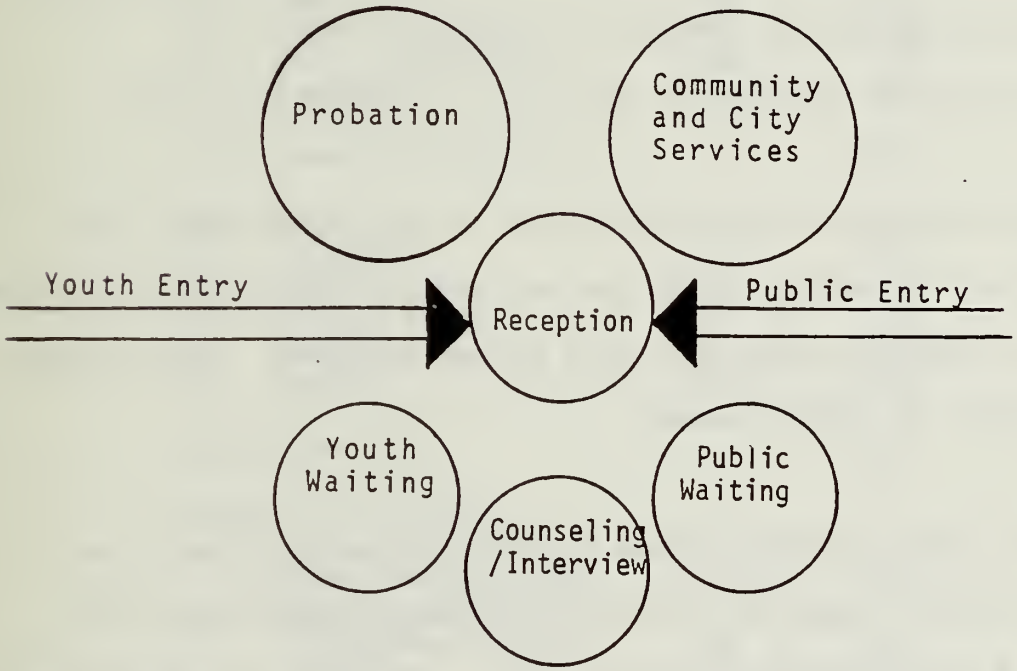
reception area should be visually linked to all service areas, including youth waiting, interview rooms, any living spaces, and access points between these spaces and public areas. Where reception is combined with general staff office space, supervision of all areas may be simplified through an open office type of plan where intake personnel circulate freely between desk areas, filing and reception while maintaining visual contact with all facility spaces. An added advantage is that staff members are never far removed from spaces occupied by juveniles and can circulate freely between juvenile and office work areas. This would encourage increased staff/youth contact.

The schematic plan shown on the next page, depicts the arrangement of spaces for a prototypical Youth Services Center, providing intake screening/ counseling, secure and non-secure interview/sleeping space, and a small living area for youth remaining at intake up to 24 hours. All spaces are sized according to program and operational requirements. It would be possible to add a medical component, though any interview room may be used for this purpose. More serious injuries or health problems should be handled by conventional medical service providers, such as hospitals and clinics.

This plan demonstrates the maximum recommended capacity requirements. Smaller facilities may be planned with fewer sleeping and smaller living areas.

FUNCTIONAL COMPONENTS

The following schematic diagram illustrates the principal functional/ spatial relationship which should be considered in design development:



It is essential that youth and public entries be separate and that the youth waiting area be easily supervised from reception or staff work areas. Counseling/interview rooms should be easily accessible to youth waiting, public waiting and staff work areas. Casual supervision of youths in these rooms from the reception or staff work areas is desirable. Since staff will be working continuously with youths at intake, circulation between bedrooms, waiting and living areas and staff work areas must be easily accomplished with provision for staff supervision while they perform other duties. Food will be catered and served in the youth waiting areas. Youths and the

public should have access to office and conference areas only when accompanied by Juvenile Probation Department staff.

No overt security precautions should be necessary in entry and waiting areas aside from lockable exterior doors. Security will be accomplished by staff supervision and interaction with youths. A youth demonstrating disruptive behavior which may threaten others may be placed in one of the counseling/interview rooms during the initial screening activities.

Files may be included in a separate room or in the general office area, preferably near to staff reception and work areas. An open office with work carrels or individual offices for staff may be considered. The conference room may double as a staff lounge.

The proposed model treatment program has included additional staff and services as part of these facilities to better coordinate related City agencies and the community diversion services. The Police Department would be able to accomplish their standard processing and investigation here. The Department of Public Health would be able to serve all of its out-patients here. The Probation Department would provide office space for approximately 25 probation officers at each of the two proposed centers, including the Director of Probation Services. Flexible office space would also be provided for agencies providing direct services to youths under contractual agreements with the Probation Department. Finally, some flexible space would be provided for general community meetings and training.

Area Summary

Description		Unit (SF)	No.	Total (SF)
PROBATION SERVICES				
1.1	Center Director	120	1	120
1.2	Intake Staff	100	4	400
1.3	Probation Officers	100	4	400
1.4	Files & Records	120	1	120
1.5	Conference	200	1	200
1.6	Small Conference	100	2	200
1.7	Reception/Waiting	120	1	120
1.8	Toilets	50	2	100
Total Probation Services				3,660
YOUTH AREAS				
2.1	Reception	200	1	200
2.2	Interview	100	6	600
2.3	Waiting/Living	200	1	200
2.4	Toilets	50	2	100
2.5	Shower	100	1	100
Total Youth Areas				1,200
RELATED CITY AGENCIES				
3.1	Police Processing	100	1	100
	Police Investigation	80	2	160
3.2	Dept. of Public Health			
	Reception/Waiting	80	2	160
	Toilet	50	2	100
	Files & Records	80	1	80
	Exam Room	100	2	200
	Nurse's Office	100	2	200
3.3	Extra Office for DA, PD, CA, SFUSD	100	1	100
Total Related City Agencies				1,100
COMMUNITY DIVERSION SERVICES				
4.1	Flexible Office Space	80	8	640
4.2	Meeting/Training Space	200	1	200
Total Community Diversion Services				840
GRAND TOTAL				6,800

Sitework and parking (1 police car, 5 staff and public parking spaces, including one for handicapped use).

CONCEPTUAL COST ESTIMATE

In the interest of promoting an expanded use of Youth Service Centers in many neighborhoods throughout the City, capital improvement costs can be minimized. Costs may vary according to the type of construction, $75/square foot for office-type construction, $100/square foot for medium commercial or municipal-type construction. A maximum of $700,000.00 is estimated for a totally new Youth Services Center.

THE CONCEPT

The goal of this second design option is to plan a facility as supportive as possible of the proposed model treatment program which can be developed on the current site located at 375 Woodside Avenue. Three major problems need to be solved in order to attain this goal. First, adequate level outdoor areas must be provided for outdoor recreation and automobile parking. Second, accessibility must be improved to the site and within the facility. And third, relationships must be improved between various programmatic functions which are presently either decentralized or located too distant from one another.

The solution to the problem of adequate outdoor recreation and parking space can only be the removal of many of the existing buildings. The reason for this is the original "campus plan" nature of the site plan, which places seventeen buildings totaling over 200,000 square feet of space equidistant from one another on the site. Thus, only small irregular areas are left between buildings. These spaces are not of sufficient size or are too steeply sloping to be usable. Approximately 42,000 square feet of existing buildings would be removed to provide adequate outdoor recreation space. An additional approximately 26,000 square feet of existing buildings would be removed to provide adequate space to satisfy current automobile parking requirements.

Only one solution best resolves the problems of accessibility within the site and improves the relationships of the various programmatic functions.

The existing Juvenile Hall must be replaced entirely. Every function has serious problems with its current physical accommodations. Central facilities need to be designed for education and food service functions. The medical and psychiatric clinics need to be enlarged and relocated adjacent to receiving within the secure perimeter. Administration should be relocated away from the hot, noisy Woodside Avenue frontage and be more centrally located. This will allow the optimum adjacency relationships to exist between the Juvenile Hall staff and the Probation Department and court-related agencies. The receiving function should be relocated to provide a secure sallyport and grade level entrance from the police car into the facility.

The residences are each designed to accommodate 20 youths. This number is twice as large as current national standards suggest. Individual bedrooms have no view to the outside and are arranged along long hallways which waste space and make casual staff supervision difficult. The relationship of one residence to another makes it difficult for staffing patterns to be decreased during sleeping hours or for staff from an adjacent residence to quickly assist staff in trouble.

The courts and their related agencies are experiencing similar problems. Two large courtrooms, four smaller hearing rooms and one traffic hearing room are spread over three floors in two buildings. This inefficient arrangement wastes staff time and adds to the inaccessibility of the facility by the public. There is very little security in the courts building partly due to the location of the courts which must remain open to

the public. By centralizing all courts next to the main public entrance this problem can be alleviated.

Court-related agencies need more office space for their expanding staff requirements and also need private interview rooms within the secure perimeter for confidential meetings with detained youths. All of these agencies should be clustered around the County Clerk's office and be as close as possible to the courts. In conclusion, approximately 100,000 square feet of existing structures would need to be removed, and approximately 50,000 square feet of new construction added to fully realize this second facility design option. Courts and related agencies, Administration, Probation Services, Recreation and Support functions would be totally remodeled. Receiving, Medical Services, Education, Food Services and Residences would be totally new construction.

This second facility design option combines extensive demolition with a thorough interior remodeling of the courts and administration areas and construction of a new Juvenile Hall. Only three of the existing seventeen buildings would survive the extensive demolition. They are the Administration and attached Service buildings and the Gymnasium.

INTERIOR REMODELING

The Administration building would be remodeled to relocate all courts and hearing rooms to the third floor, court-related agencies to the second, and probation services to the first. By moving the courts to the third floor, youths would not have to use enclosed vertical circulation as they passed

between their residences and the courtroom. A new pedestrian bridge would connect the large existing parking lot, to be designated public, directly to the court level. A much larger staff parking lot would be created where the three WPRC buildings are now located long Woodside Avenue. Staff would use the present entrance at the west side of the first floor.

The Service building would be remodeled to relocate all Administration to the third and fourth floors and all Support to the first, second and a bit of the third. Administration would be in a semi-private controlled area between the open public access to the court process and the secure perimeter of Juvenile Hall. Two of the Support functions, multi-purpose room and Volunteer Auxiliary, would be located on the third and fourth floors respectively. This would place the multi-purpose room between Administration and the Volunteer Auxiliary and make it accessible by the public. Also, the Volunteer Auxiliary store would be located immediately adjacent to the main public lobby and at the visitors entrance to Juvenile Hall.

Maintenance and laundry would share the existing boiler room which would be relatively vacant since the proposed use of a decentralized forced air heating system would eliminate the need for all but two smaller boilers.

The existing oversized Gymnasium would be subdivided to provide sufficient space for a lobby, weight room and three separate locker rooms. A new hardtop surface outdoor play area would be constructed on the currently open level area southwest of the Gymnasium. All the central area between the

existing Service building and the Gymnasium south of the long connecting corridor and north of the loop road would become outdoor sodded playing fields. This arrangement solves the problem of insufficient outdoor recreation space. However, extensive regrading would be necessary to make this entire area level. It currently drops approximately four feet at the lower connecting corridor.

NEW CONSTRUCTION

The internal layout of the residences, receiving, central school and dining areas which along with the existing gymnasium comprise the Juvenile Hall, would be identical to those developed for a new facility. Their arrangement on the site would allow the school and dining functions to occur between the Administration building and the Residences. The Receiving function would occur at the far end of the residences where cottage B-5 is now located with a sallyport in what is now additional staff parking behind the Gymnasium. This arrangement would allow youths' residences to feel separate from the education and dining activities while remaining close to the indoor recreation areas.

All new buildings would be one-story high and have high sloped ceilings to limit the perception of confinement. Durable exterior materials would be compatible with the remaining original buildings. While this diagram solves many of the current problems, it cannot improve the poor site location or weather. Actually, accessibility is improved somewhat by providing adequate parking and adding a new driveway connecting to Twin Peaks Boulevard.

PHASED CONSTRUCTION

New construction needs to proceed in three separate phases in order to make this design option a reality.

Phase One

Phase one assumes that the 601 status offender population is being housed in the community, slightly more than half of the probation officers are located at the Youth Services Centers and alternative community-based services have reduced the youth population to an average daily population of approximately 60 with a seasonal peak of 80.

During this phase, the West Portal Residential Center will be closed and the Unified School District, Juvenile Justice Commission and Information Services offices will be moved into the courts and administration buildings. Seven buildings will be demolished. They include W-1, W-2 and W-3, the open garage at the existing parking lot and cottages B-3, B-4 and B-5.

A new staff parking lot will be constructed where WPRC now stands. A new driveway will be constructed where the open garage now stands connecting the loop road with Twin Peaks Boulevard. A new pedestrian bridge will be constructed connecting public parking to the courts and hearing rooms, relocated to the third floor of the Administration building. A new Receiving and Medical building will be constructed where B-5 now stands, and seven residences will be constructed in clusters where B-3 and B-4 now stand.

PHASE TWO

Phase two assumes that the new receiving and residential buildings will be fully operational and that temporarily the cafeteria can be used for central dining and cottages G-1 and G-2 can be used for a central school. Cottages B-1 and B-2 will be demolished. A new central school building and new central dining/food service building with service yard will take their place. A new lobby, weight room and three locker rooms will be carved out of the existing gymnasium. Also, a new hardtop outdoor play surface will be constructed southwest of the existing gymnasium.

PHASE THREE

Phase three assumes that the new recreation, education and food services facilities are fully operational. Cottages G-1 and G-2, the chapel and the two crafts buildings will be demolished. A new outdoor playfield will be constructed in their place. The abandoned original kitchen and boiler room will be remodeled to house the Administration and Support staff.

PROBABLE AREA AND COST SUMMARY

The following estimate is arranged by proposed construction phase. Please refer to the detailed area and cost summary contained in Section IV. A NEW FACILITY for all new construction.

Interior remodeling costs were estimated to be $110 per square foot. This does not allow for any structural work but does provide for demolition of

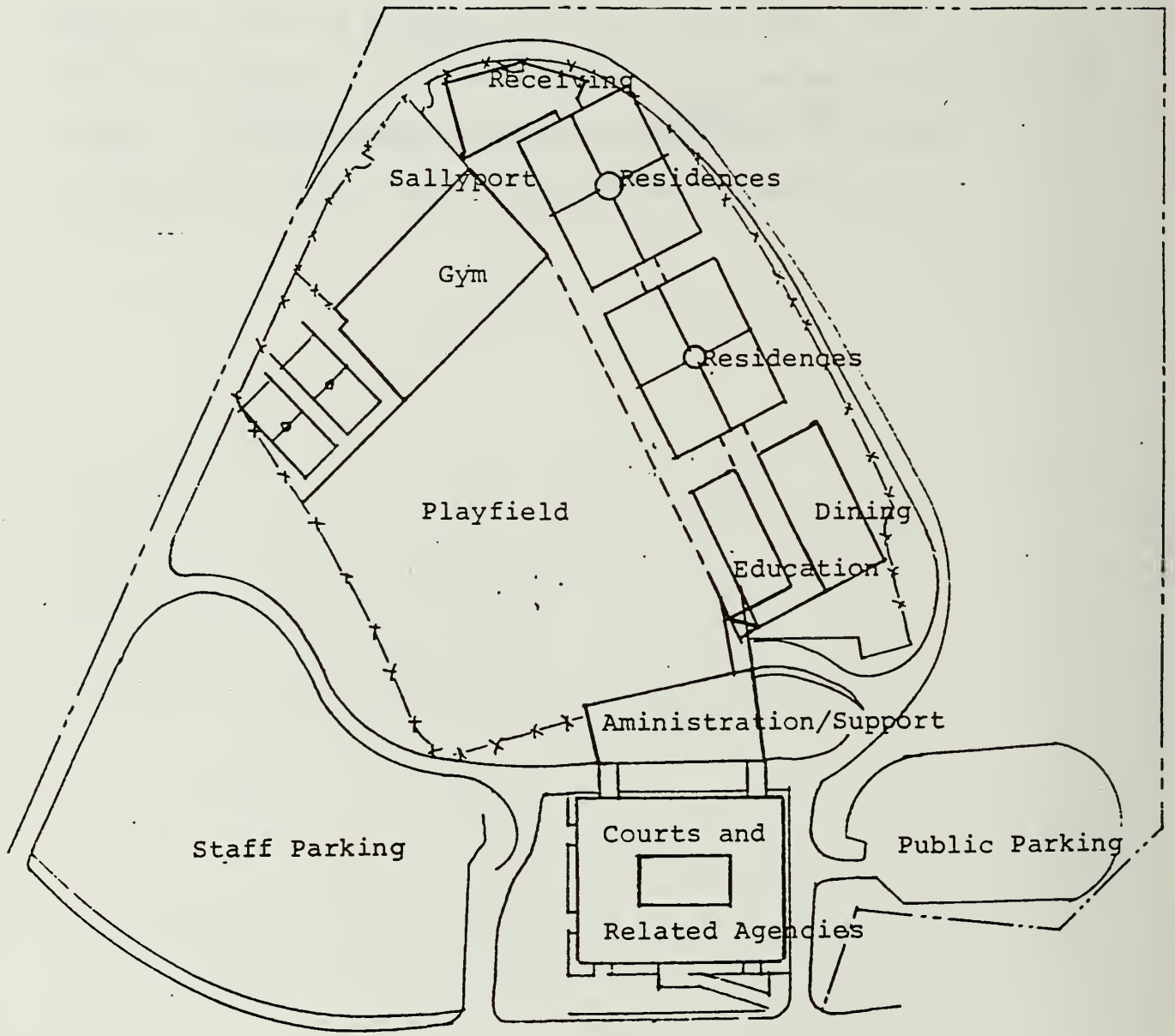
interior non-load bearing walls, the construction of some new gypsum board on metal stud partitions, and totally new finishes.

Demolition costs were estimated to be $6 per square foot. This figure is obtained by multiplying $.50 per cubic foot by an average building height of 12 feet. A $75,000 asbestos abatement allowance must be included in addition to the cost per square foot estimate for demolition.

A Complete Remodeling, Functional Diagram

Yet to come.

Complete Remodeling, Schematic Site Plan



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AREA AND COST SUMMARY LIST

Description	Area (SF)	Cost ($)
Phase One		
- Demolition		
7 Buildings	(45,021)	$303,876
- New Construction		
Receiving	4,465	671,500
Medical Services	5,600	561,400
6 Residences	13,030	1,972,800
Circulation & Mechanical	15,397	692,850
New Construction Subtotal	38,492	3,898,500
- Site Work		
Staff Parking Lot	65,100	455,700
Connecting drive to Twin Peaks Blvd.	10,000	70,000
Site Work Subtotal	75,100	525,700
- Remodeling of Administration and Service Buildings	90,770	9,984,700
Total Phase One		14,712,826
Phase Two		
- Demolition		
B1 and B2	(12,880)	87,030
- New Construction		
Education	3,705	336,200
Food Services	3,665	388,050
Circulation & Mechanical	4,913	221,085
Service Yard	800	48,000
Hardtop Outdoor Recreation	20,000	800,000
Remodeling of Gymnasium	2,500	275,000
Subtotal New Construction	35,583	2,068,335
Total Phase Two		2,155,365
Phase Three		
- Demolition		
5 Buildings	(31,685)	221,610
- New Construction		
Outdoor Recreation	67,600	676,000
Total Phase Three		897,610

Description	Area (SF)	Cost ($)
Subtotals		
Demolition	(89,586)	
New Construction	30,465	
Site Work	163,500	
Remodeling	93,270	
TOTAL	202,981	$17,765,801
Design Contingency Fee	15%	2,664,870
TOTAL PROBABLY CONSTRUCTION COST		$20,430,671

This estimate excludes costs related to the following items:

Building furnishings	Telephone system
Financing	Building permit
Inflation	Owner's supervision
Construction contingency	Professional fees
Moveable equipment	Kitchen equipment
Washer and dryer equipment	Alarm pen system, security systems

PRIORITIES

This third facility design option assumes a construction budget of $2.5 million. This creates the difficult problem of determining which of the current facility needs will be given the highest priority. This decision needs to have as a premise the City's decision as to whether a new central facility will be constructed or the existing facility will be remodeled. For instance, there is no reason why the existing buildings could not be usable for alternate City uses without any major remodeling. However, the present facility will need to serve in its present function for a least four years while architectural plans are developed and construction is completed on all necessary improvements.

For the purpose of this study, it is assumed that these repairs will provide only temporary solutions to the current facility problems and that either the complete remodeling or new facility options will be undertaken by the City in the near future. Because, while the first priority would be to remodel the youths' residences if $2.5 million were to be all the funds avaoiable for facility improvements, the repairs listed here do not attempt to solve many of the more expensive problems, but rather try to meet many minor needs. This approach will make this facility more usable for alternate use.

The list of 102 recommendations developed during the facility assessment phase forms the basis for this $2.5 million repair work. The order of priorities remains unchanged. However, certain recommendations are either

too expensive or not of a sufficiently high priority to be included in the $2.5 million budget.

OVERVIEW OF REPAIRS

Safety

All of the recommendations listed under safety are included in the repair costs, except for two. Whether or not to provide a bailiff in every court and hearing room is a decision that must be made and paid for by the Sheriff's Department. Construction required to improve vehicular exiting, while certainly a safety hazard, is determined to be too expensive for the effect it would have on services to youths.

Health

All of the recommendations listed under health are included in these repair costs.

Adequacy

Only 18 of the 79 recommendations listed under adequacy are not included in the repair costs. These form two major categories; those which are too costly and those which are not a sufficiently high priority.

The seven recommendations which have been determined to be too costly to are:

23 Provide 75 to 150 additional parking spaces.
26 Replace all plumbing fixtures.
35 Provide two 10,000 square foot paved outdoor recreation areas.
36 Provide one soccer field.

51 Upgrade electrical power distribution system.
53 Provide visual supervision into all bedrooms from a central counselor's desk.
56 Provide more outdoor recreation space.

The twelve recommendations which have been determined to be not of a sufficiently high priority to include are:

28 Increase lighting level to 50 footcandles in bedrooms.
45 Insulate all habitable buildings to meet current energy regulations.
46 Provide separate waiting rooms for prosecution and defendants.
47 Bedroom doors should be able to be locked by youths from the inside.
57 Improve Bakery oven venting.
58 Improve Kitchen heating and exhaust systems.
68 Increase size of the Kitchen freezer.
69 Install isolation valves in plumbing lines to allow repair work to localized areas.
83 Enlarge CPU room within Information Services offices.
85 Provide new kitchen ovens for baking and roasting.
87 Provide additional ventilation in shower rooms.
89 Replace deep fat fryers in Kitchen.

Efficiency

No money is budgeted for the eight recommendations listed under efficienty for the same two reasons given in the adequacy section. Two of the recommendations should be able to be accomplished without involving any construction costs whatsoever. This is the case with 24 of the 102 recommendations, and there is no reason why these recommendations cannot be implemented immediately.

The three recommendations which have been determined to be too costly to include are:

93 Relocate all top administrative offices so that they are adjacent. These offices include Chief Probation Officer,

Assistant Chief Probation Officer, Director of Probation Services, Training Officer, Director of Juvenile Hall, Business Manager and Information Services.

94 Provide a central dining facility.

95 Provide loading dock, storage, kitchen and dining on same level.

The items of work which have been determined to be not of sufficiently high priority are:

96 Provide a centralized laundry facility within the secure area.

99 Relocate all dead record storage to rooms without windows.

100 Relocate last psychiatrist out of District Attorney's office and into Medical Clinic.

Comfort

This last heading illustrates the difficulty in determining priorities. While item 101, moving all private offices off Woodside Avenue frontage, is too costly, $50,000 is budgeted for new finishes in a few select areas of the staff offices.

The site planning diagram which follows describes the final outcome of this $2.5 million repair. Some unused space is left in the WPRC buildings which may be used for a variety of related uses, such as a shelter care facility, an alternative girls placement or a B-1 type program. Major improvements to public accessibility and functional relationships have been made by programmatic functions within the existing building areas.

$2.5 MILLION REPAIR
CONCEPTUAL COST ESTIMATE

Cost		Recommendation
Safety		
250,000	1	Structural repairs are necessary to prevent the buildings from collapsing during a strong earthquake.
300,000	2	Provide a smoke detection system to be integrated with the current fire alarm system. Provide a central fire alarm notification panel.
10,000	3	Revise doors and windows and provide fire dampers necessary to satisfy code requirements for protected openings.
10,000	4	Revise doors, add handrails and exit signs necessary to satisfy code requirements for safe means of egress.
0	5	Test fire hydrants.
0	6	Provide procedures and practice emergency exiting.
10,000	7	Connect a pushbutton call station in each judge's or commissioner's chamber and bench to Taraval Police Station.
20,000	8	Eliminate blind corners enclosing outdoor recreation areas.
0	9	Limit public to one entry and access to only one floor of the Administration Building.
40,000	10	Provide private chambers with a secure entrance for all judges and commissioners.
	11	Provide a bailiff for every courtroom.
5,000	12	Provide vision panels in hold room doors.
	13	Vehicular exiting.
50,000	14	Test emergency generator.
$695,000	=	SAFETY SUBTOTAL
Health		
20,000	15	Abate asbestos in all but mechanical areas.
0	16	Provide emergency medical supplies in each building within the secure area.
50,000	17	Relocate medical clinic to within the secure area.
25,000	18	Create street level access to Juvenile Hall for emergency vehicles.
~~50,000~~	19	Eliminate "cold" rooms in cottages Provide adequate mechanical ventilation in Juvenile Hall.
0	20	Use outdoor recreation areas daily.
0	21	Maintain sewer and storm drainage systems.
~~$145,000~~ 95,000	=	HEALTH SUBTOTAL

Adequacy

5,000	22	Provide staff lounge separate from administrative offices.
	23	Provide 75 to 150 additional parking spaces.
10,000	24	Make all areas handicapped accessible.
525,000	25	Replace central radiant heating system with decentralized forced air units.
	26	Replace all plumbing fixtures.
40,000	27	Increase lighting levels throughout the facility.
	28	Increase lighting level to 50 footcandles in bedrooms.
(see #27)	29	Replace all incandescent lighting with fluorescent in the Administration and Service Buildings.
	30	Replace telephone system.
0	31	Limit each cottage to a maximum 14 bedrooms.
40,000	32	Provide toilets in some bedrooms.
20,000	33	Provide an interview room within each cottage.
0	34	Abandon B-5 cottage due to undersized bedrooms.
	35	Provide two 10,000 square foot paved outdoor recreation areas.
	36	Provide one soccer field.
0	37	Establish coeducational activities such as school, recreation, chapel, visiting and dining.
0	38	Provide a central visiting area separate from the cottages.
5,000	39	Provide isolation rooms at the receiving unit.
20,000	40	Improve janitorial service.
0	41	Improve basic maintenance schedule.
20,000	42	Increase size of public waiting areas.
325,000	43	Allow youths to walk from their bedrooms to the court holding rooms without passing through public areas.
50,000	44	Increase the size of the offices of the City Attorney, County Clerk, District Attorney, Department of Social Services, Medical Clinic and Public Defender.
	45	Insulate all habitable buildings to meet current energy regulations.
	46	Provide separate waiting rooms for prosecution and defendants.
	47	Bedroom doors should be able to be locked by youths from the inside.
50,000	48	Provide a staff training center.
5,000	49	Provide a central law library.
(see #43)	50	Relocate all courtrooms to be adjacent to single public entrance.
	51	Upgrade electrical power distribution system.
(see #43)	52	Relocate court rooms to within the secure area.
	53	Provide visual supervision into all bedrooms from a central counselor's desk.
110,000	54	Rezone Administration Building to alleviate extreme temperatures.
15,000	55	Eliminate constricted, steep or too tight turning radii vehicular entrances.
	56	Provide more outdoor recreation space.

	57	Improve Bakery oven venting.
	58	Improve Kitchen heating and exhaust systems.
50,000	59	Rehabilitate 5 elevator doors and add handicapped signage and controls.
5,000	60	Provide additional storage for youths' personal belongings.
120,000	61	Redecorate all interior spaces to reflect a positive atmosphere as "home-like" as possible.
5,000	62	Provide interior directional signage.
25,000	63	Remodel interior of Administration Building to provide views to the exterior for orientation.
10,000	64	Increase number of public telephones.
0	65	Provide a controlled library within the central classroom facility.
(see #43)	66	Prevent the public from any visual contact with Juvenile Hall to ensure confidentiality.
(see #25)	67	Relocate mechanical units from rooftops and utility tunnels to interior rooms.
	68	Increase size of the Kitchen freezer.
	69	Install isolation valves in plumbing lines to allow repair work to localized areas.
0	70	Provide short-term and drop-off parking for messengers, delivery and supply trucks, and police.
10,000	71	Provide a separate waiting room for private attorneys and D.S.S. social workers.
0	72	Provide space for fifth courtroom.
0	73	Do not use dormitories as sleeping rooms.
20,000	74	Provide observation rooms within the Medical Clinic.
0	75	Post No Smoking signs throughout the facility.
25,000	76	Provide additional conference rooms.
5,000	77	Provide a secure vault for storage of exhibits.
5,000	78	Provide a new filing system for main Records Room.
(see #17)	79	Improve plumbing to Medical Clinic.
5,000	80	Provide new filing system for records in Medical Clinic.
5,000	81	Provide new filing system for records in D.S.S. offices.
0	82	Remove psychologist's office from District Attorney's office.
	83	Enlarge CPU room within Information Services offices.
5,000	84	Replace tennis net with basketball standards.
	85	Provide new kitchen ovens for baking and roasting.
0	86	Remove all broken furnishings and miscellaneous "junk" from the facility.
	87	Provide additional ventilation in shower rooms.
0	88	Physically separate refrigerator's compressors from food storeroom.
	89	Replace deep fat fryers in Kitchen.
0	90	Provide a multi-purpose space for police line-ups.
0	91	Provide additional storage for Volunteer Auxiliary.
0	92	Provide an area for giving haircuts.

$1,610,000 = ADEQUACY SUBTOTAL

Efficiency

	93	Relocate all top administrative offices so that they are adjacent. These offices include Chief Probation Officer, Assistant Chief Probation Officer, Director of Probation Services, Training Officer, Director of Juvenile Hall, Business Manager and Information Services.
	94	Provide a central dining facility.
	95	Provide loading dock, storage, kitchen and dining on same level.
	96	Provide a centralized laundry facility within the secure area.
0	97	Locate City Attorney's office adjacent to D.S.S.
0	98	The Chapel should become a multi-purpose building.
	99	Relocate all dead record storage to rooms without windows.
	100	Relocate last psychiatrist out of District Attorney's office and into Medical Clinic.

$ 0 = EFFICIENCY SUBTOTAL

Comfort

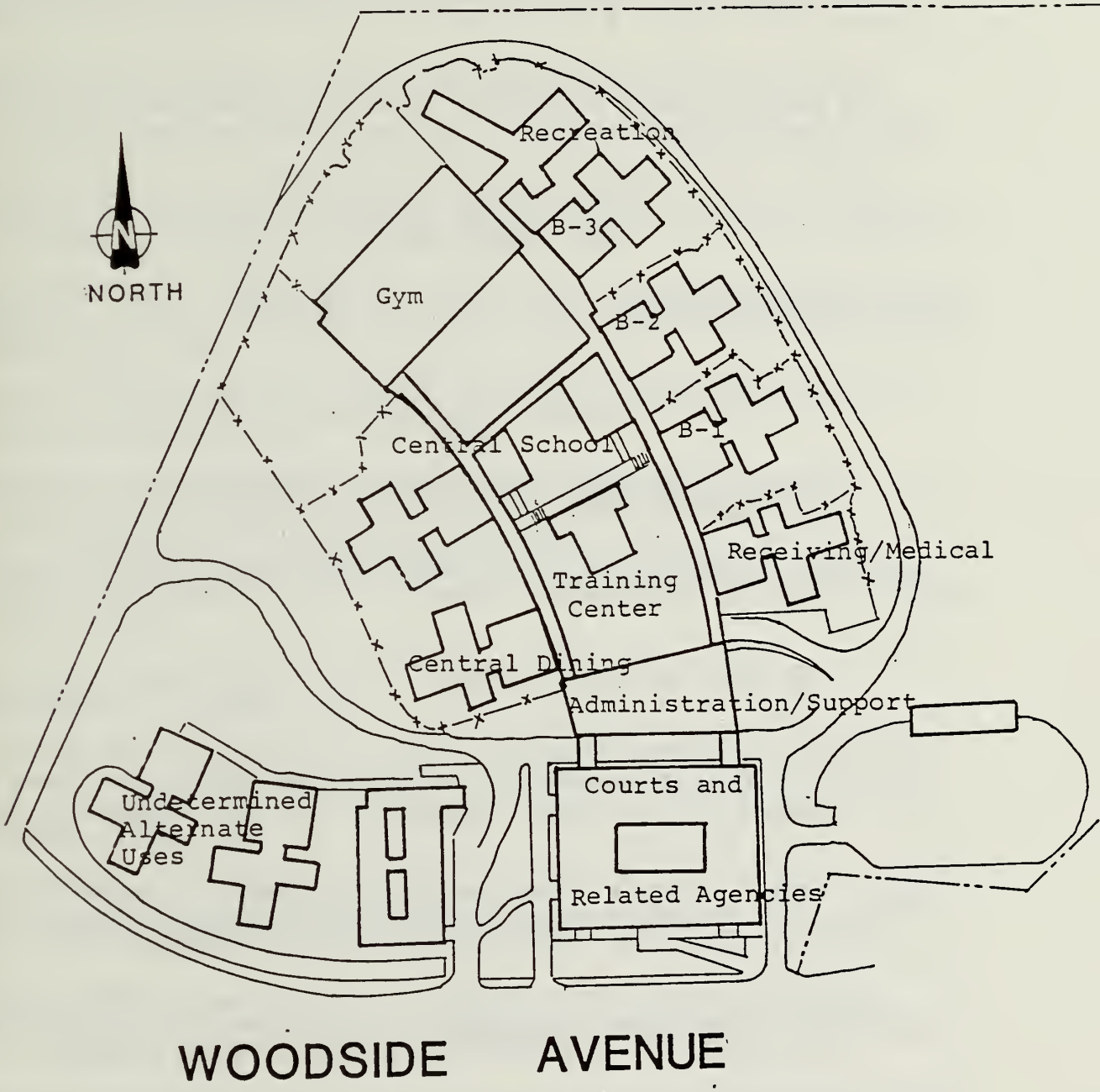
	101	Move all private offices off Woodside Avenue frontage.
50,000	102	Provide new window blinds, carpet and paint.

$ 50,000 = COMFORT SUBTOTAL

SUMMARY

$ 695,000	-	SAFETY
145,000	-	HEALTH
1,610,000	-	ADEQUACY
0	-	EFFICIENCY
50,000	-	COMFORT
$2,500,000	-	GRAND TOTAL

A $2.5 Million Repair, Functional Diagram



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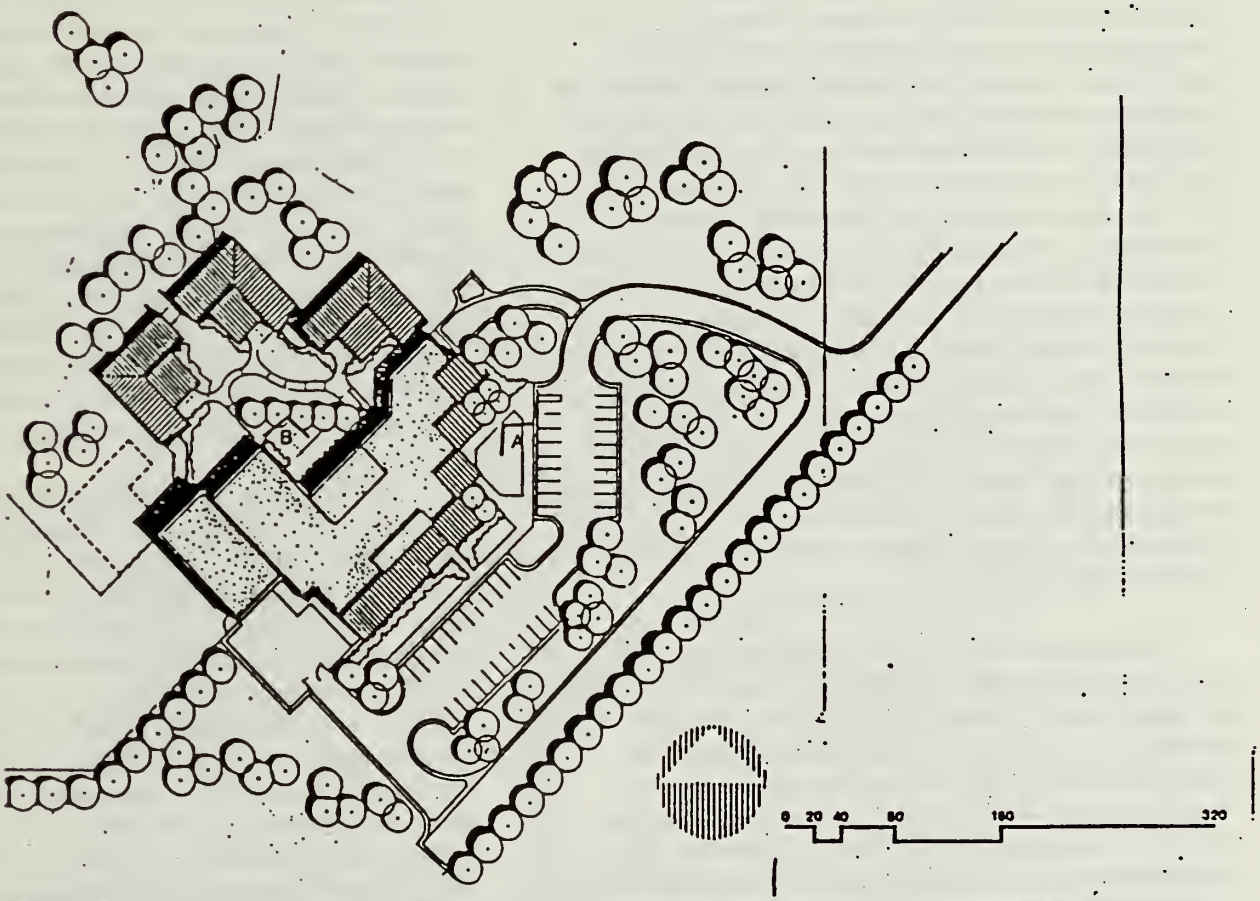
profile

juvenile justice and delinquency prevention



Decker Lake Youth Center
Salt Lake City, Utah

A Correctional Facility for a Small Population

INTRODUCTION: Correctional Facilities

Until recently, programs for youths placed in correctional facilities were designed to accommodate many and varied juvenile offenders. Staff members responsible for the administration of these programs discovered, however, that in many instance these programs were beset with problems caused by the fact that the facilities built for them were simply too large in terms of both the number of residents and the arrangement of buildings on the site. Perhaps the most serious difficulties arose in situations where programs made little or no distinction between serious offenders and less serious offenders. While the problems of youth who are merely troubled or wayward may be no less grave than those of more hardened offenders, they usually do not warrant so restrictive and regimented a response. Nevertheless, such children were often placed in secure correctional facilities (variously known as training schools, vocational schools, boys or girls homes, or farms) simply because the courts lacked a better place to put them. The consequences of such indiscriminate placement were unfortunate. Large populations undermined effective service provision and correctional programming. Even worse, residents inevitably suffered from impersonal treatment occasioned by overcrowding and understaffing—a situation which confounds even the most dedicated child care worker.

Reducing the population to a manageable size at such correctional institutions does not alleviate all of the problems faced by the staff. Facilities built in remote locations, far from a youth's home communities, limit contacts with other service organizations and family. Buildings spread over a wide area, even within secure, fenced-in perimeters, present control difficulties when residents must transit through the open spaces between buildings throughout the day. Controlling the movements of groups of residents throughout the site requires large numbers of staff, and escape attempts are frequent. Furthermore, residents housed in large barracks-type dormitories or even "honor" cottages are difficult to monitor and control, even when the dormitories are not crowded. When residents are locked into their dormitories at night, with few wind-down activities to relieve the strains of institutional living, disruptive and often destructive behavior occurs. Most alarming of all the problems created by large-scale training schools is the influence serious juvenile offenders may exert on the less serious offenders in such a setting.

Recent years have witnessed both subtle and dramatic shifts in the construction of correctional facilities and programming for sentenced juveniles. Advanced standards of practice and the mounting costs of residential care have resulted in the diversion of less serious offenders to less secure or nonresidential community-based programs appropriate to their needs. This, in turn, has contributed to reduced population pressures at central facilities. Staff are then better able to concentrate on the more serious offenders who remain.

New facilities are now being designed to accommodate smaller capacities and can be located near to the communities served rather than in remote areas on large tracts. Juveniles thus need not be entirely divorced from beneficial community and service contacts. More important, these new facilities can be arranged to promote adequate control without excessive architectural restriction since a smaller population with finite security needs is served. Better control means that a broader range of spaces and activities can be provided in a concise package to further alleviate the pressures of life in an "institutional" setting and the ill-effects commonly associated with secure installations. These same spaces and the potential for activities permit flexible and responsive programming in accord with the environmental and service needs of juveniles as emphasized in recent court decisions and national standards.

The concept of the training school is slowly being supplanted by a wide variety of dispositional placement options. Nevertheless, more or less secure correctional facilities for delinquent youth will continue to be needed as a firm and final response by juvenile courts nationwide for at least a small percentage of juvenile offenders. Today, more contemporary terms such as "youth development centers," "youth treatment facilities," and "learning centers" are used to convey the added sense of positive intervention intended for correctional services. By itself, this change in nomenclature would not be significant. When, as the terms imply, it represents a changing philosophy, with emphasis on problem-solving and purposeful redirection of young people (as opposed to punishment), it becomes a positive expression of a new approach to residential care.

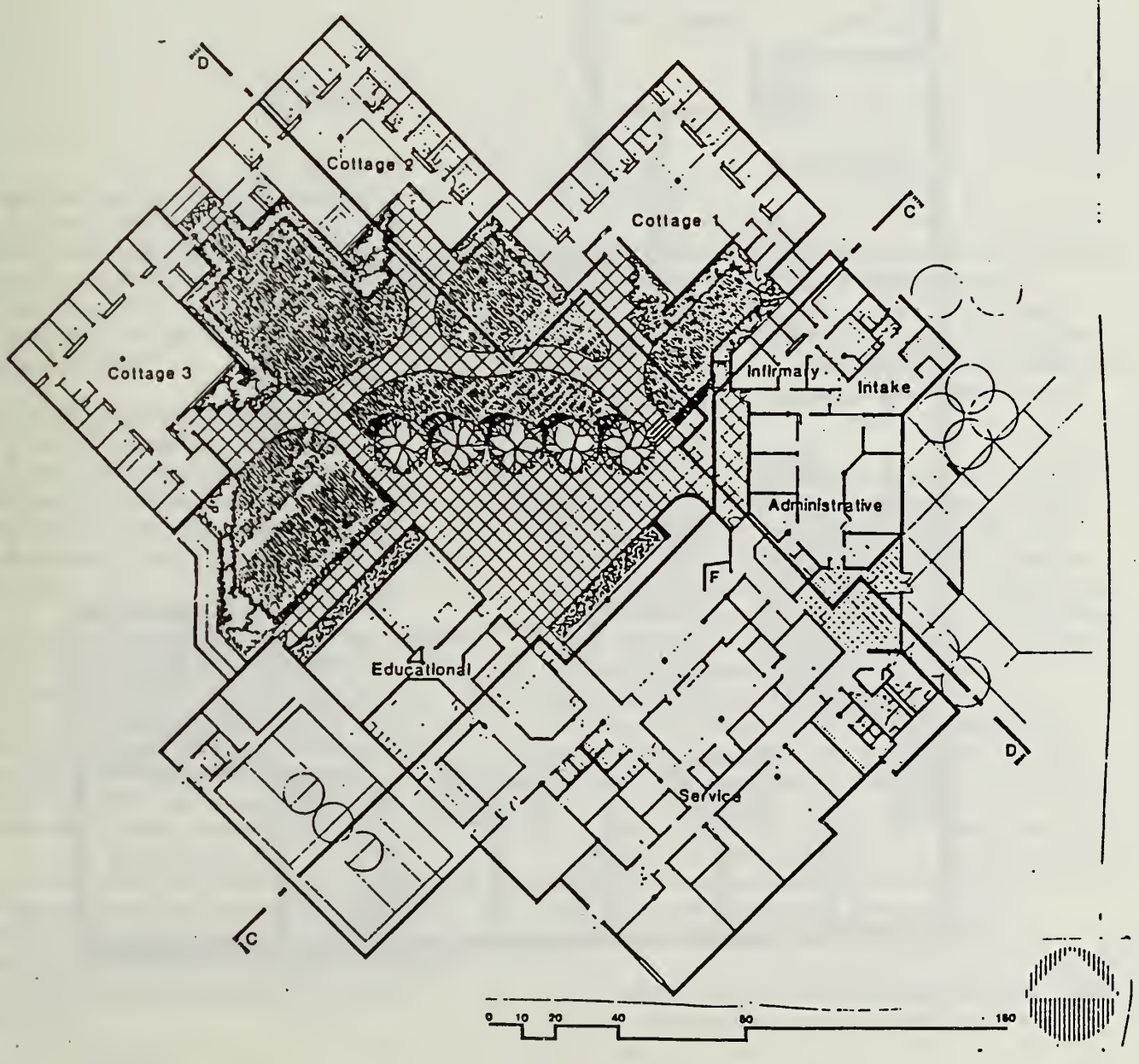
The following text provides a look at the Decker Lake Youth Center, a recent example of the trend toward small juvenile correctional facilities, and the circumstances which led to its development.

Decker Lake Youth Center

ecessary building mass is broken into smaller, guishable units. Each area is accessible from the outside courtyard, so extensive internal circulation is not necessary. Internal passage is possible, but the outside access option relieves the perception of overt confinement.

The outside courtyard forms the primary link between the core services area and the separated housing units. Residents must walk outside for the short distance between living and major activities areas, whether it is sunny or snowy. This separation reinforces the distinction between living and school/program activities in much the same way as would occur if the juvenile were at home.

The residential living areas/ themselves are broken down into smaller units of ten residents each to diminish perceptual scale and to promote group control and small group activities. This division of housing facilitities into smaller units also assists residential classification for specialized programming. Each living unit consists of single-occupany bedrooms, a group room for discussions and counseling, a staff office (not a control station), and a general living activities area or dayroom. This dayroom, which contains both carpeted and hard-surface areas, may be used for active and passive pursuits, depending on staff and resident wishes. Movable furnishings facilitate rearrangement of the space for various purposes. Tables for games and small group meals are provided, and meals or snacks may be delivered from the central kitchens or prepared by residents themselves in the small, set-up kitchen included in the dayroom. A small laundry area for use by residents, who must assume responsibility for their own clothes, is also provided.

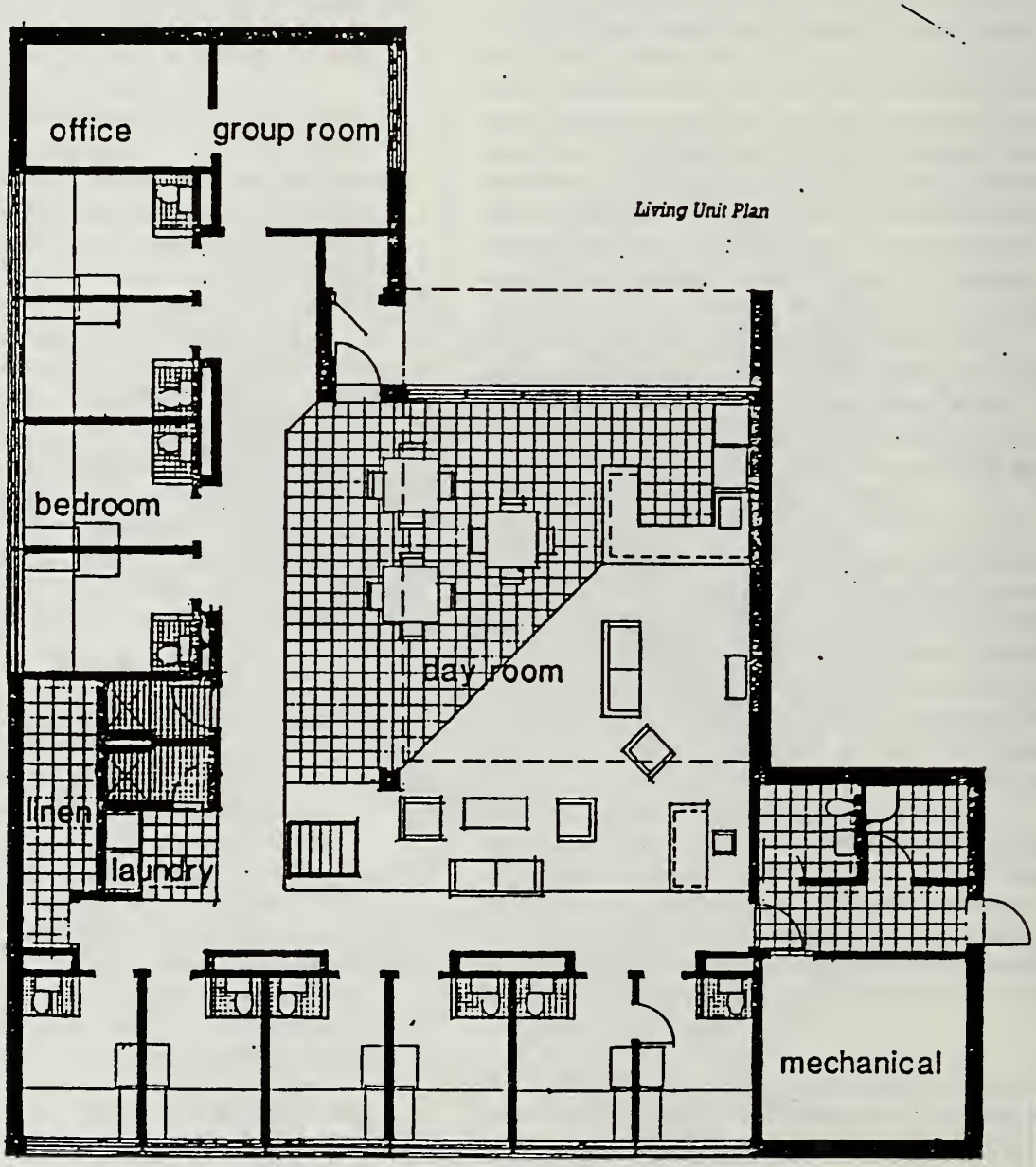


The +70 square feet bedrooms, located around the perimeter of the living units, contain sanitary fixtures with privacy walls, a sleeping platform, shelves for personal items, a tackboard and desk. Security-glazed windows run horizontally across the length of the outside wall. Floors are carpeted. As with the rest of the facility, colors on all permanent construction are muted whites and earth tones. This provides a soft backdrop for the bright colors of posters, plants and other decorative items with which residents are encouraged (and do) personalize their rooms. Individual bedroom keys are provided to each resident to prevent unwanted intrusions by other residents. Juveniles may request to spend time in their bedrooms to write letters, read, do schoolwork, or simply to achieve some privacy in response to group living pressures.

Isolation is not used as a disciplinary sanction, although temporary room segregation may take place when necessary.

group size

Early recognition of the problems associated with handling large groups suggested the subdivision of residential quarters into more easily-controlled, smaller units. These smaller living clusters would 1) allow staff to work with a readily identifiable group, 2) permit assignment of juveniles to special groups with similar programmatic and therapeutic needs, and 3) provide juveniles with a sense of place, an area they could call



Living Unit Plan

Decker Lake Youth Center

wn and for which they could be responsible. The ...ance of responsibility was and is seen as an important step in the rehabilitative process. Living unit size was limited to ten beds so that residents could establish beneficial ties with staff and each other. The development of destructive subcultures would also be avoided with the living unit configuration.

Living units are arranged to allow for small scale activities "in house" at times when residents are not engaged in core programs and services elsewhere. Counseling, games, quiet pastimes and meals may take place within the living unit, with a few or all of the residents participating. Spaces permit different activities to occur at the same time.

The concept of controlled group work and activities extends to all facility spaces. Classrooms may be used flexibly for different purposes but are limited in size to accommodate smaller groups. Larger spaces such as the multi-purpose dining area, while useful for large group assemblies (lectures, movies, meal service, etc.), may still be put to phased use for smaller groups if desired (consecutive dining, visiting, vocational programs, etc.).

Programming takes many forms specific to the needs esident population, and the available spaces lend themselves to use by staff in the manner considered most appropriate. Above all, the spaces permit staff to maintain the group experience throughout the day and over extended periods.

security

At Decker Lake, security precautions do not involve total control of resident movements or oppressive architectural barriers. Instead, security is the aggregate result of staff/resident interaction, passive visual access to all residential spaces by staff, and site planning which uses the exterior building perimeter as the ultimate security barrier.

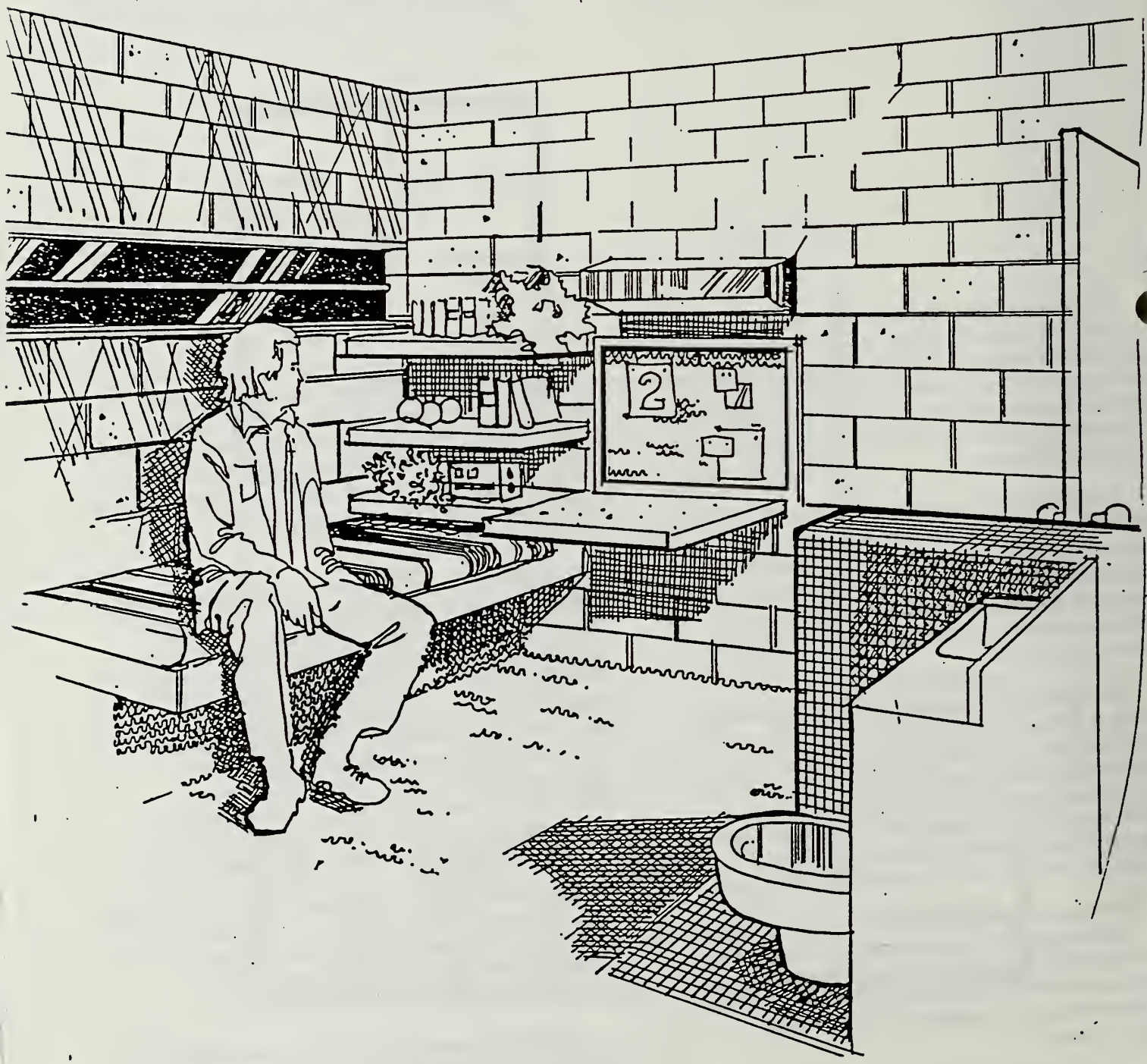
Perimeter security is, perhaps, the essential feature which allows for unrestricted resident access throughout the complex and the development of the open interior courtyard. Rather than using a single building mass, the design employs smaller, articulated structures distributed around the site in close proximity to each other, with short spans of fencing to complete the enclosure and provide external views. Exterior walls are constructed in a maximum security fashion to prevent penetration. Windows from residential living and central activities spaces face the courtyard, and large glassed areas are incorporated for unobstructed views and natural lighting.

Bedrooms are the only resident-access spaces which require windows with outward views in this plan. The use of thin bands of security glazing for this application provides ample lighting and a welcome exterior orientation without violating security constraints.

With the perimeter under control, residents are able to move about more or less freely within the facility,

subject to permission and casual surveillance by staff. This diminishes the sense of confinement experienced by residents. The controlled courtyard through which transit occurs and the glass expanses which face this area permit simplified passive monitoring by staff from various vantage points and further minimize the need for leading residents by the hand (or handcuff). Even residents passing in groups present no particular cause for anxiety to staff responsible for control. In such circumstances, it is possible to foster trust between residents and staff and thus achieve rehabilitative goals which might not otherwise have been attainable.

Although Decker Lake was designed to provide maximum security custody and employs representative construction, the atmosphere created by the spaces, staffing and program belies this fact. Finish materials and hardware, though durable, are sensitively handled and present no negative images. The spaces allow for a variety of activities and offer no overt expectation of abusive behavior. Staff reinforce this atmosphere by expecting good behavior from residents within changing settings and activities. Good behavior is further seen as a general trend and attitude rather than as conformance to rigidly prescribed patterns. Consequently, behavior norms are broad and accept the potential for variation and minor deviations, and residents need not lash out in response to overwhelming constriction.

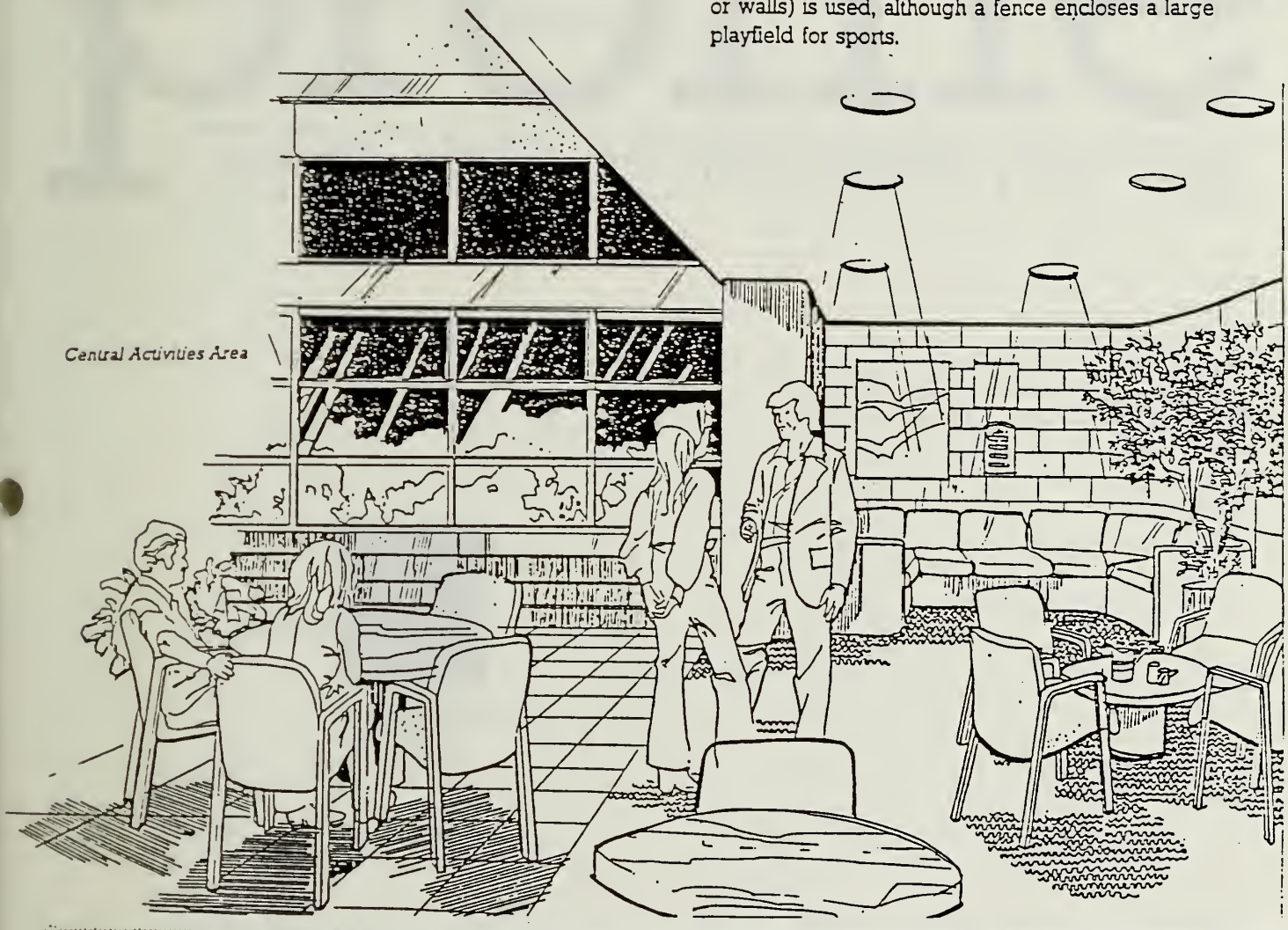


Decker Lake Youth Center

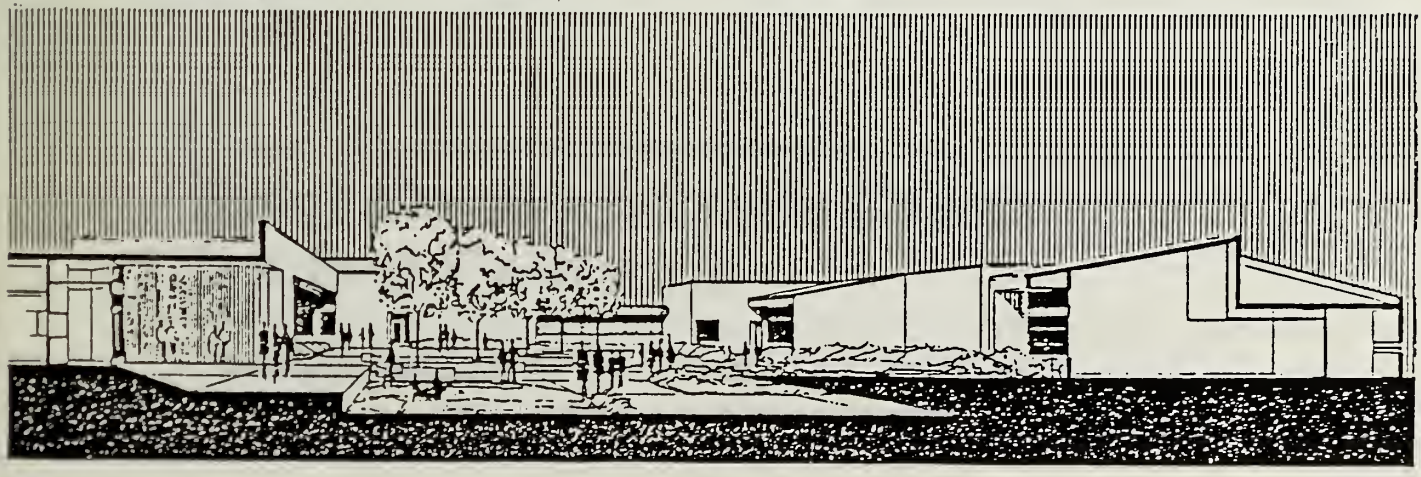
At Decker Lake, residents are made aware both by aff and building that they cannot leave the facility. In compensation, residents are presented numerous opportunities and choices for moving about and engaging in various pursuits. If maximum security means simply that external egress is restricted and interior control is maintained, then Decker Lake is indeed a maximum security facility, but of a kind far removed from traditional security operations.

general features

Separate single-level buildings are clustered around an open courtyard. Sloping roofs, modulated scale and masonry walls convey a nonthreatening, noninstitutional outward image which is carried through to the interior. Construction massings and materials blend with surrounding residential structures and would be suitable in many community settings. No secondary perimeter (fences or walls) is used, although a fence encloses a large playfield for sports.



Central Activities Area



The courtyard itself is broken into smaller paved and grass areas to allow for different uses and to nullify visual perception of unrelieved expanse. Trees, other plantings and grade changes assist in this regard. Walkways and common areas are clearly delineated.

Admissions (intake) functions take place adjacent to administrative areas, with outside and courtyard entrances separate from the formal public lobby. A medical unit is also included next to intake as part of the administration building.

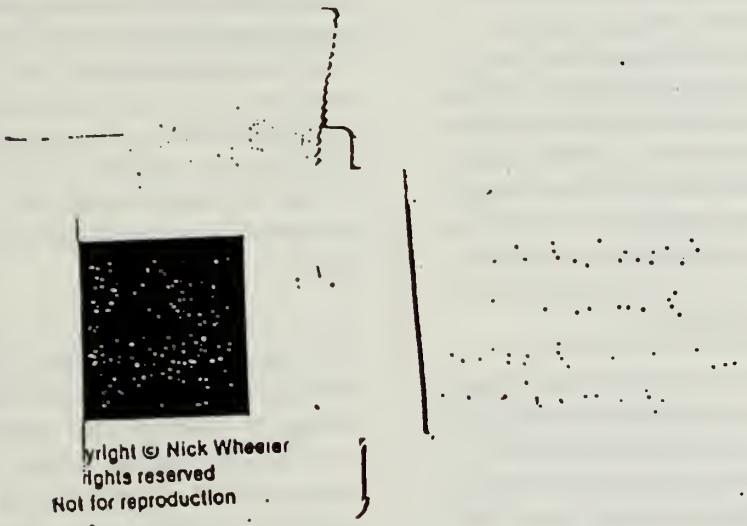
Secure areas are constructed with concrete roof slabs and columns. Non-resident spaces employ steel decking on open web joints. Walls are made of reinforced concrete masonry units with brick veneer. Natural ventilation and double glazing for windows are included as energy conservation measures. Living units are heated and cooled by independent HVAC equipment. The absence of a secondary security perimeter, combined with low, sloping roofs, warranted the installation of a seismic detection system as a security precaution to warn of an unauthorized presence on rooftops and fencelines around the courtyard.

Bedroom (Typical)

Dayroom (Living Unit)

profile

juvenile justice and delinquency prevention



Kings County Juvenile Center
Hanford, California

Flexible Security in a Mixed-Use Facility

Kings County Juvenile Center

INTRODUCTION: Mixed-Use Facilities

In recent years, residential programs and facilities for juveniles have been marked by a growing emphasis on specialization. Advanced standards of practice and case law now call for the use of programming which is responsive to the needs of individual residents and restrictive only when necessary to protect the public safety. In addition, experience has shown that no single approach to residential services is appropriate for all juveniles and that all-purpose, facility-based programs rarely prove effective in meeting disparate juvenile needs. This recognition of the need for varying services and security has led to the proliferation of program and facility alternatives intended for specific populations, including intake holding units, open shelters, minimum to maximum security detention centers, community-based corrections facilities, and full-service correctional centers.

The increasing development of such wide-ranging alternatives has produced mixed results. On the positive side is the expanding use of less restrictive settings for juveniles who present little threat to the community either before or after disposition. There is less likelihood that juveniles will experience the negative aspects of secure confinement encounter programs responsive to their needs chances are greater that juveniles will rather than all-purpose arrangements which benefit few, if any. Staff in specialized programs are able to focus their attentions on a succinct population using methods and techniques designed for that population. Finally, fewer secure beds (the most expensive form of construction) are needed since many more juveniles can be placed in nonsecure residential programs.

While these positive attributes of specialized care options are indisputable, related obstacles temper unrestricted pursuit of this ideal. For example, consider the sheer numbers of sites, buildings and staff required to operate discrete programs for all categories of juveniles within each level of the court process. Few communities can support independent secure, nonsecure, pretrial and post-dispositional facilities. Limited budgetary resources force most jurisdictions to choose between potential programs and concentrate available monies accordingly. With pretrial detention (both secure and nonsecure) usually a local priority, sentenced juveniles who require residential custody are typically remanded to the State, even though this may serve the best interests of neither the courts nor many of the juvenile offenders.

Local concern with pretrial custody and the consequent development of secure detention facilities often yields its own share of problems. All available evidence suggests that few juveniles, especially in rural areas, require maximum security constraint from time of arrest through disposition or release. Despite this, facilities which provide for security at all are almost uniformly designed as self-contained, maximum security units on the valid assumption that *some* juveniles will require such control. Since it is difficult to predict how individual juveniles will behave in confinement, architectural (physical) controls are made a prominent feature throughout on the chance they will be nee rather than risk a potential security breach. Capital costs alone for such construction are rapidly pushing maximum security facilities of any size beyond the means of many communities. If construction proceeds, limited resources remain for other, less restrictive programs, and inappropriate handling of juveniles persists.

As a possible solution to these and other problems, many jurisdictions are expressing renewed interest in developing facilities featuring various program and construction combinations: secure/nonsecure, minimum/maximum security, pre-/post-disposition, etc. Economic incentives (reduced site, construction and staff costs) are not the sole impetus for this interest. As communities recognize the need for varying levels of service, local authorities must explore various programmatic and environmental arrangements which will benefit the greatest number of juveniles who require some form of residential care. Solutions which offer the greatest flexibility and range of possible uses in a cost-effective manner are naturally preferable to one-dimensional responses, especially if the alternative is to deny services entirely or use available resources inappropriately. Then, too, many jurisdictions, in an effort to preserve local control over services provided, are seeking ways to expand existing residential services so that transportation to distant locations, either before or after trial, can be avoided. These purposes ha assumed increasing importance in rural areas where resourc are few and many juveniles fall "between the cracks" of available services.

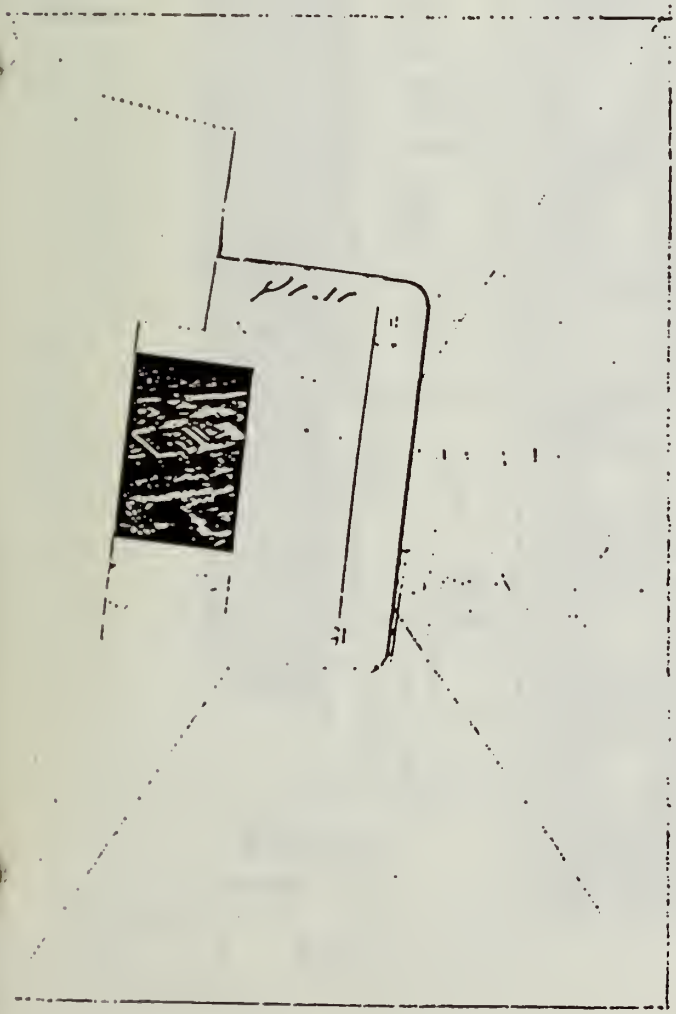
For whatever reasons, combined or multi-purpose facilities have become the object of serious and enthusiastic consideration. Particular interest has been focused on the development of secure and nonsecure programs which share the same building and on pre- and post-dispositional programs which make use of shared facility spaces and services. In either case, care must be taken to prevent reinstituting the dysfunctional, all-purpose programs which once predominated. For example, when different security levels for different groups of juveniles are desired, the demand for maximum security for some residents should not compel staff to handle minimum security residents with excessive restraint. More open programs should not be constrained or in any way "tainted" by the presence of juveniles who require more overt control. Dilution of services to one segment of the population or the other due to staff confusion about operational methods or purposes must be stringently avoided.

All juveniles removed from their homes and placed in residential facilities are entitled to certain basic services (education, recreation, visitation, counseling, etc.). However, programs for juveniles held prior to adjudication should focus upon intervention services while programs for sentenced you should emphasize therapeutic services and treatment. In facilities with mixed populations, the operational constructs of either program should in no case detract from the achievement of

essential goals in the other. The mixing of various internal populations defined by security needs, dispositional status, age, sex, and other descriptors is another matter which deserves serious investigation during the planning process.

One approach used to overcome potential problems is the development of separate programs within a single facility complex. Different residential groups use available spaces at different times or may remain within entirely separate and independently staffed areas. Central functions (e.g., food preparation, administration, mechanical, etc.) usually serve the separate residential groups. Physical arrangements, regulations, and policy usually determine the extent to which various populations do or do not mix and further help control appropriate transfer of residents between discrete programs.

At the Kings County Juvenile Center, several unique program objectives have been accomplished through the combination of unusual custodial approach and responsive building design. The following text highlights some of the developmental and physical features which have contributed to the programmatic and environmental quality of this mixed-use facility.



PROFILE:
Kings County Juvenile Center

In the late 1970's, Kings County officials initiated planning efforts to determine the feasibility of developing a "juvenile hall," i.e., a secure residential facility for juvenile offenders which, in keeping with State traditions, would accommodate juveniles both prior to and following disposition. Although only about 12 beds would be needed on a continuing daily basis for pretrial detention, local authorities were convinced that many juveniles then being sentenced to the California Youth Authority could be more effectively treated within a framework of local services (as opposed to the State-operated training schools). Further study showed that about 20 to 25 beds would be sufficient to house adjudicated delinquents with average stays of three to six months.

At this point, population analysis and local priorities dictated a departure from the traditional juvenile hall concept. Even though a need for nearly 40 beds could be documented, court and probation staff determined that few juveniles would require maximmum security custody at any given time. The decision was made to provide full security bedspaces for only those juveniles likely to be assaultive or violent due to the nature of their offense and/or their behavior following arrest or during placement. The remaining bedspaces would be of a minimum security variety, with control accomplished via staff supervision, moderately secure perimeters, and programming based on resident accountability for personal behavior.

Since minimum security (control but less overt restriction) would be sufficient for most projected residents, regardless of their court status, local authorities opted to develop programs and spaces suitable for a mixed population of pre- and post-dispositional juveniles. These programs and spaces would be entirely separate from a small, maximum security unit which would also house a mixed population. In effect, juveniles would not be segregated based on offense or court status. Instead, juveniles would be placed according to a demonstrated need for security and restraint, and receive the appropriate programmatic response therein. In this, the concept differs from contemporary approaches which take pains to distinguish between adjudicated and nonadjudicated youths.

While offering increased flexibility in the use of space, this approach requires special attention to complex programming and design problems. For example, programs and sources must accommodate juveniles experiencing a wide range of personal difficulties and varying levels of court intervention. Physical arrangements must support diverse program activities while allowing for adequate control of an equally diverse population. And despite potentially variegated behaviors, neither the program nor the facility itself should mark any group of residents as deviant or even different. These are but a few of the challenges accepted and met in planning the King's County Juvenile Center.

Kings County Juvenile Center

the design

The Kings County Juvenile Center is composed of two linear, single story buildings separated by an exterior courtyard. The north building contains all residential bedrooms and living areas. Classrooms, dining, kitchen and administration/court areas are located in the south building. Resident access to classrooms and dining takes place through the central courtyard, a landscaped area bounded by building forms and perimeter walls at either end. These forms prevent unauthorized egress and permit residents to use the space for various activities associated with living, dining, and the classrooms.

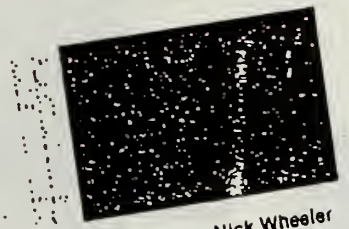
The residential building is divided into three distinct areas: minimum security, intake, and maximum security. Minimum security areas, with separate bedroom areas for males and females, include passive living room areas as well as a larger activities space. Although bedrooms are arranged along a central, double-loaded corridor, the more open living spaces arranged at intervals along this passageway diminish the perception of long, unbroken stretches. Large glass expanses provide generous natural lighting, and surface materials are light and colorful. Pitched ceilings and natural wood finishes on ceilings, doors, trim, and casework also contribute to a sense of visual openness.

In concert with the emphasis on minimum security and normalization, most construction is of standard (as opposed to damage resistant) materials. Drywall on woodframe is used throughout. Carpeting is installed in all corridors and living areas. Perhaps most surprising, exterior glazing in bedrooms and activities areas is similar to that used widely in non-custodial applications. No laminated glass or wire screens have been incorporated in minimum security areas, although narrow windows which deter passage are used in the bedrooms. This type of construction and materials is made possible through exterior perimeter controls (the courtyard to the south, a fenced recreation area to the north) which discourage egress and through program structure/staff supervision. It is interesting to note that in two years of operation, there has been no property destruction at the facility. The original windows remain in place, carpeting is intact, and no painting except for touch-ups has been needed. Drywall surfaces are largely unblemished.

Other features of the minimum security component include:

- Single occupancy bathrooms. Control difficulties and assaults associated with gang showers are thus avoided. Bedrooms contain no sanitary fixtures, and at night

Courtyard



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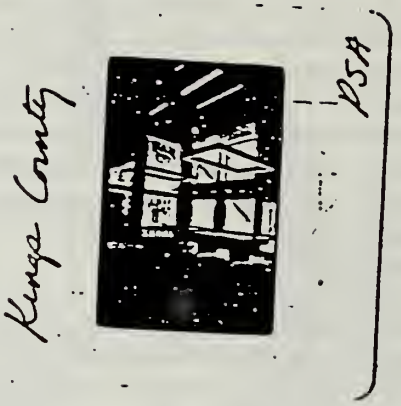
Kings County Juvenile Center

residents can individually summon staff if use of facilities is needed. The privilege has not been abused.

- "Swing" bedrooms between male and female areas to accommodate changing populations of either sex.
- Large bedrooms. Although used primarily for single occupancy, bedrooms have been sized, along with living and support spaces to accommodate temporary increases in capacity. The use of some bedrooms for double-occupancy provides this facility with a maximum rated capacity of 53 residents in 39 bedrooms.

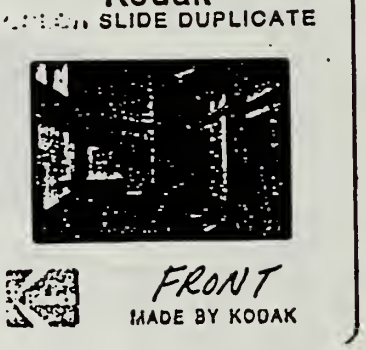
Male and female residents comingle for all program activities. Although male and female bedrooms are contiguous, separation is enforced only at night. A folding partition is drawn between the male/female living areas during shower periods.

In contrast to the minimum security component, the small, maximum security unit is exactly that: physically restrictive and self-contained. Typical security construction and fixtures (block walls, metal doors, etc.) are used throughout. Single occupancy bedrooms include stainless sanitary fixtures. Juveniles placed in this unit do not circulate to other facility areas. Classes, services, and meals take place in the dayroom adjacent to the bedrooms. High ceilings and natural lighting serve to visually expand what



Central Activities Area

Living Room (Quiet activities)

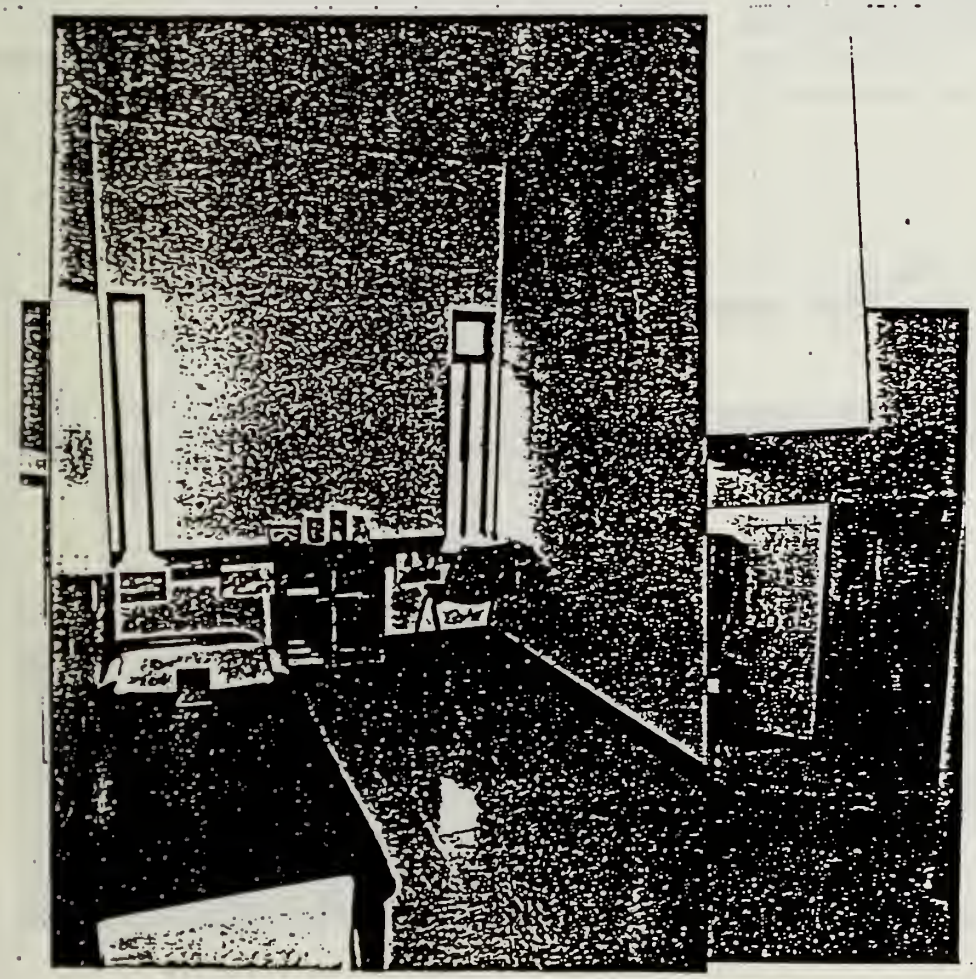


might normally appear a confined space. A small, outside play area enclosed by walls opens off of the dayroom.

The intake unit, located between the minimum and maximum security areas, serves as a spatial buffer between the residential areas. An elliptical desk containing communications and monitoring equipment is the central feature. From this vantage point staff are able to passively monitor resident passage in minimum security areas and view into the maximum security unit as well. All juveniles entering the facility following arrest are processed through this area via a secure entry/sallyport. Two bedrooms are provided as part of the intake unit for temporary custody and initial assessment so that admission to residental areas is not immediately necessary. Staff stationed in this area provide intake services and direct supervision as necessary, and are a backup resource to staff located elsewhere. Health services and medical isolation also take place within the intake unit.

Bedroom (Minimum security)

Maximum Security Dayroom



the program

The decision to mix or separate juveniles according to behavior rather than legal status was made only after careful consideration of potential programmatic consequences. How can programs be structured for both pre- and post-dispositional groups so that each receives the best and most needed services depending on their place in the court process? Would juveniles sentenced to minimum security react negatively to the constant coming and going of predispositional residents? Would more sophisticated (or at least facility-knowledgeable) sentenced youths be able to exert "turf" control over detention residents? Would staff be able to maintain an even-handed yet responsive approach to the differing populations, and further, would a maximum security component make its presence felt throughout the facility, corrupting the more benevolent approaches of minimum security? Would the chaotic crisis orientation of pretrial youths disrupt the daily routine of post-dispositional youths who are in the initial stages of a rehabilitation program?

Although specific research neither confirmed nor repudiated these concerns, Kings County officials were swayed by an overriding desire to provide the least coercive security for the greatest number of residents. Pragmatically, this meant that juveniles at various stages of the court process would have to be comingled. The National Advisory Committee's *Standards for the Administration of Juvenile Justice* lends support to this approach by recognizing that services to pre- and post-dispositional youths form a continuum wherein dispositional status need not be the sole basis for determining services juveniles should receive. In NAC Standard 4.262 (Staff), the following commentary is provided:

> *Although detention facilities should not be considered primarily as 'treatment' facilities, see Standard 4.263, the National Advisory Committee is convinced that treatment can begin in appropriate temporary detention facilities. See* Martarella. *The National Advisory Committee is equally convinced that the prospects for treatment and rehabilitation of many youths can and have been needlessly sacrificed during periods of 'temporary detention.'*

Local agencies decided this approach would be practicable only if certain conditions were established. First, maximum secure areas and programs should be completely separate from minimum security to avoid "contamination." Second, those few juveniles who require maximum security correctional (post-dispositional) care would not be placed within the facility since this would increase maximum security bedspaces required and jeopardize the minimum security focus of the facility. Finally, programs and daily activities would provide for structured living and educational pursuits which would be suitable for all juveniles rather than emphasize rehabilitation and vocational programming of a kind common at correctional institutions.

In keeping with this approach, the operational mode at the Kings County Juvenile Center is based on the premise that

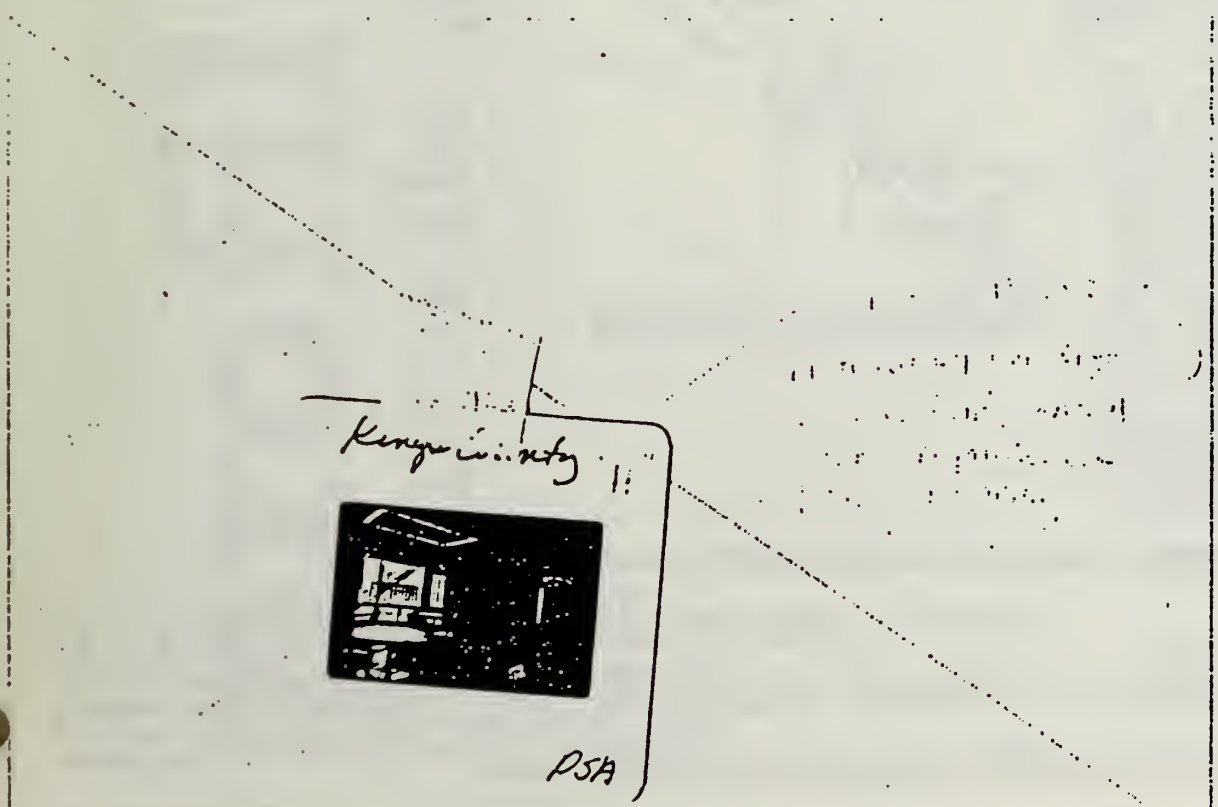
Activities Area

troubled youths, regardless of their court status, will benefit from ction, care, and a range of familiar activities in a hospitable l..ig environment. Punishment is seen as counterproductive, and instead good behavior is rewarded. Short-term detention residents take part in education and recreational activities with sentenced juveniles on the assumption that "therapeutic" services (as distinct from "treatment") can begin in detention, but they receive additional crisis intervention services and are assigned short-term goals. Remedial treatment plans and long-term objectives are reserved for adjudicated residents. For each group of residents, control and program structure is an outgrowth of the dynamics of staff/resident interaction, resident accountability for personal behavior, and positive orientation made possible through residents' acceptance of responsibility and self-motivation as demonstrated by behavior.

When juveniles are initially admitted for pretrial detention, they may be held in the intake area, placed in maximum security for assessment, or placed directly in minimum security. Juveniles originally placed in maximum security are frequently transferred to the minimum security program if it is felt that they will be responsive to "house rules" and control by supervision or discipline. In effect, they are given the opportunity to show that maximum secure custody is not necessary. If a juvenile fails in this, s/he may be temporarily segregated in a bedroom or returned to mixmum security for a short time. In most cases this t necessary, but it is available if stricter controls prove necessary prior to disposition. No juveniles serve their sentences in maximum security although they may be briefly placed there if disruptive behavior cannot otherwise be controlled. Juveniles who require more restrictive dispositional custody are transferred to the California Youth Authority immediately after sentencing or following repeated failure within the minimum security program.

The use of varying security levels based on actual rather than expected behavior or subjective perceptions of security need has had several favorable consequences. Most juveniles have demonstrated a willingness to exercise responsibility and make decisions on their own, a positive factor in any program of personal improvement. Overt restraint is seldom needed for more than brief periods, and as a result much of the tension and distress associated with secure confinement is alleviated. Assaults on staff and between residents are practically nonexistent, and in two years of operation only seven escape attempts have been made, with *three* of those from the maximum security unit. As mentioned previously, vandalism is rare in the minimum security program, and maintenance costs are minimal. In fact, maintenance outlays are higher for the maximum security unit.

The positive and negative effects of providing locally-based, secure dispositional settings, especially when combined with pretrial detention, have yet to be thoroughly investigated. Although no serious problems have been reported at the Kings County Juvenile Center, the issues involved deserve serious attention and study.



Dining Room

FACT SHEET

Building Functions:
Minimum/maximum security residential housing and program for pretrial and adjudicated juveniles (full service, self-contained, coeducational)

Opening Date:
June, 1982

Average Daily Population (1983):

Pretrial	14
Sentenced	22
Total	36

Total Beds:

Minimum security	26
Maximum security	11
Intake	2
Total	39

Total Square Feet:

Minimum security housing	7,500
Maximum security housing	2,400
Program and services	10,200
Intake	1,900
Total	22,000 sq. ft.

Square feet per resident:
564 @ 39 beds (415 @ rated capacity of 53)

Construction Cost:

General Construction	$1,225,000
Sitework	187,000
Mechanical	164,000
Electrical and Plumbing	472,000
Total	$2,048,000*

*Additional expenses included architectural and legal fees, county administration, and movable equipment/furnishings ($518,000).

Cost Per Bed:
$52,512 @ 39 beds ($38,641 @ rated capacity of 53)

Cost Per Square Foot:
$93.09

Total Staff:

Administration	2
Direct care	14
Food service	2
Education	3 (provided by school district)
Total	21

Annual Operations Cost (1983):
$525,000

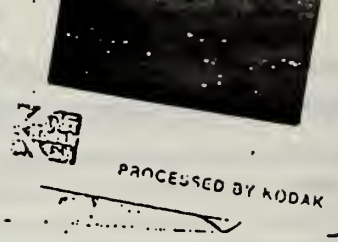
Annual Cost Per Bed:
$14,189 @ 37 beds

Daily Cost Per Resident:
$40

Cost of Care Per Resident:
Pretrial (average 5 day stay) = $200
Sentenced (average 3.5 month stay) = $4,200

Architects:
Patrick Sullivan Architecture
San Luis Obispo/Palo Alto, California

Contact:
John C. Farley, Chief Probation Officer
Kings County Probation Department
Kings County Government Center
Hanford, CA 93230
209/528-3211 ext. 2850



Exterior View

Profile is published by the Community Research Center of the University of Illinois at Urbana-Champaign under Contract No. J-LEAA-012-81 awarded by the Office of Juvenile Justice and Delinquency Prevention, United States Department of Justice. Points of view or opinions stated in this document do not necessarily represent the official position of the U.S. Department of Justice. This issue prepared by Mike McMillen, CRC Technical Assistance Coordinator.

profile

juvenile justice facilities

Hennepin County Juvenile Justice Center Minneapolis, Minnesota

INTRODUCTION: Urban Facilities

The juvenile courts in urban areas typically must deal with large numbers of juveniles. In properly functioning systems, detention decisions in only a small percentage of total cases will yield a need for large detention bedspace capacities, a figure which increases as the time between initial placement and adjudication is lengthened. This situation is exacerbated when adjuducated juveniles remain in detention while awaiting placement in longer-term custodial settings. An unfortunate aspect of this system is that many different kinds of juveniles are processed through the same facility, and it becomes increasingly difficult in large residential programs to respond in a flexible and equitable fashion to the needs of each resident.

The diverse needs of a large and changing resident population are by no means easy to satisfy. Adequate staffing levels and a physical plant which does not hinder staff supervision of and interaction with residents become premium concerns in such circumstances. A wide variety of services, including counseling, large muscle recreation, ongoing and remedial education, goal oriented passive pursuits, family and legal contacts, and health care, are essential to beneficial and successful program function.

The availability of such sevices, in addition to dining, living room areas, staff and clerical offices, storage, mechanical rooms, food preparation areas, and corridors, usually implies a substantial amount of square footage within the confines of an individual building. It is no simple task to arrange these spaces so that proper functional relationships between the spaces are maintained, especially on compact urban sites which restrict perimeter development. In addition, the transit of residents in and around the building must be easily controlled and yet offer no severe restriction on passage between interrelated functional components. Even minor impediments in this regard will tend to limit their proper use. Multiple level facilities must take special care to avoid the pitfalls normally encountered with vertical circulation, i.e., residents moving through narrow stairwells where supervision is difficult or laboriously queued through elevators.

Another problem endemic to large facilities is the regimented and impersonal spatial configurations typically resulting from strict adherence to the dictates of "economy of scale." It is unforturate that many large institutions have derived their cost advantage per unit over their smaller counterparts through a regular and unvarying arrangement of spaces and application of materials. This misfortune arises from the fact that such facilities are easily recognized as institutional, far removed from everyday human experience, by residents and staff alike. The institutional perception evoked by such facilitites often fosters an institutional mentality and corresponding anti-social behaviors which detract from program operations. Then, too, spaces which can only be used in rigid and controlled patterns tend to produce inflexible programs and activities which are counterproductive to programmatic goals. While few would suggest that detention centers should comprise a luxurious accommodation for youthful offenders, the value of spaces which are responsive to human perception and emotional needs cannot be denied.

Large facilities must not convey messages of disregard for their human inhabitants nor compromise the efforts of direct care staff simply because design of this variety offers the path of least resistance. Designers must take ample care to develop flexible settings which can be used to advantage by staff and residents according to changing needs. Any design which fails in this respect will be characterized by its pejorative effect on the juveniles who must pass through its doors.

The planning and design of large facilities, then, must evolve from a consideration of these and related issues, among them:

- **reduction of interior scale** so that noninstitutional and less threatening spaces are created which permit residents to comprehend and become familiar with the environment;
- **territoriality, personalization and privacy** and other methods for promoting at least some measure of appropriate response by residents to the unavoidable stresses of secure confinement;
- **resident classification,** the distribution of residents into groups which may receive similar and appropriate supervision and services without compromising security and resident safety;
- **screening and admissions control,** the process whereby staff provide intensive intervention services to juveniles prior to actual placement in full-service detention so that alternative placements can be made, longer term placements avoided when possible, and disruption of ongoing programs/services minimized;
- **simplified staff supervision,** especially during resident transit between spaces within the structure and during periods of low resident movement (e.g., at night) when staff levels may be reduced.

The following text describes how these and other concerns have been met in the Hennepin County Juvenile Justice Center.

PROFILE:
Hennepin County Justice Center

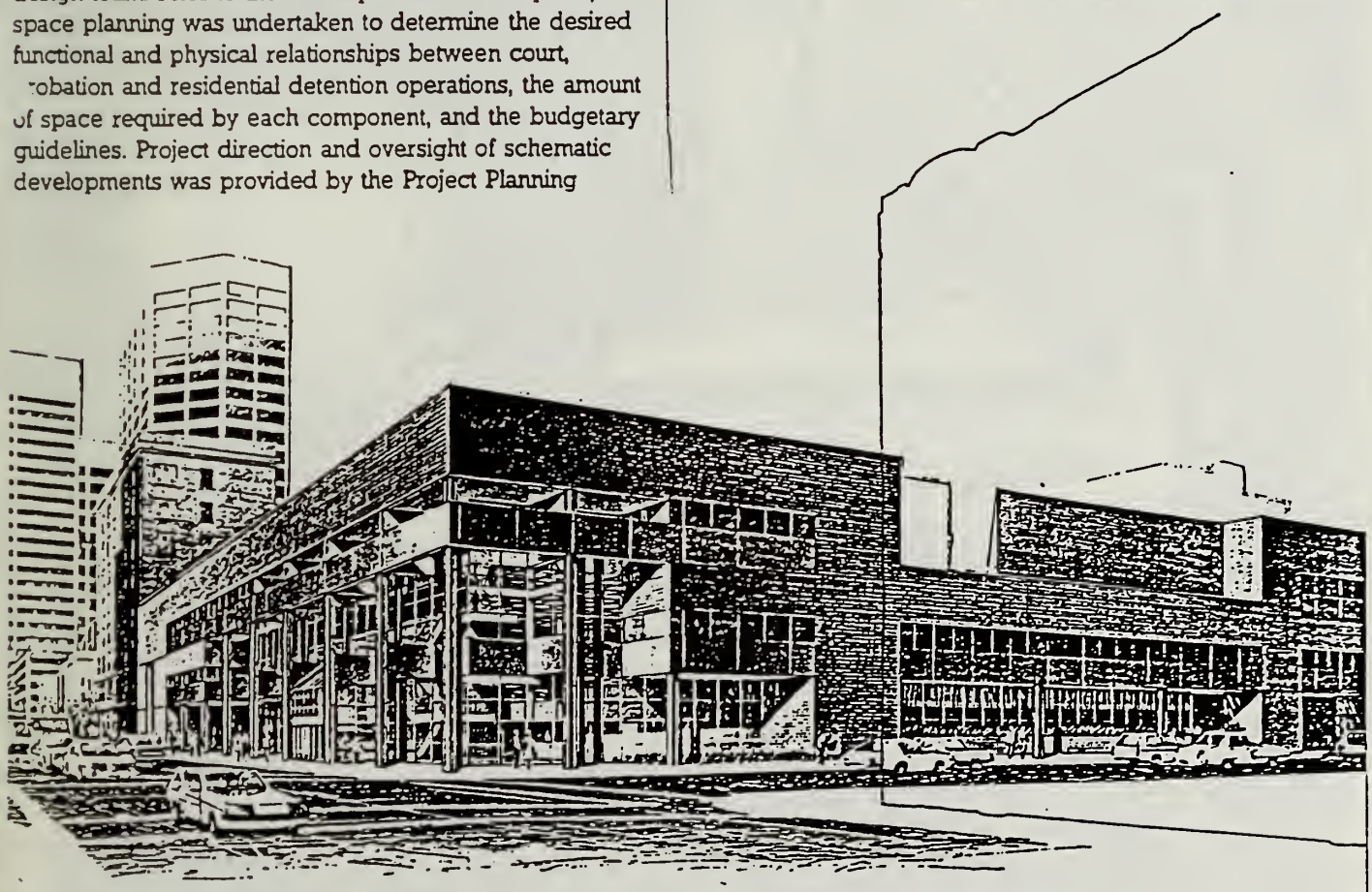
Planning for the Hennepin County Juvenile Justice Center, Minneapolis, Minnesota, was initiated in the summer of 1978. Construction to replace the previous detention facility became necessary when the land it occupied was designated as the site for Hubert H. Humphrey Metrodome, the new downtown Minneapolis sports arena. County officials used this opportunity to develop plans for a new juvenile justice complex which could provide ample space for the juvenile courts, probation and administration staff, intake and related operations, and a residential detention component incorporating advanced environmental and programmatic features. In the previous facility, capacity had grown from 30 to 60 beds, with limited court, administrative and program space.

The final design is the result of extensive collaboration between Hennepin County officials, court and service staff, detention program staff, and the architectural design team. Prior to the development of actual plans, space planning was undertaken to determine the desired functional and physical relationships between court, probation and residential detention operations, the amount of space required by each component, and the budgetary guidelines. Project direction and oversight of schematic developments was provided by the Project Planning Committee, an assemblage of the various agencies and organizations concerned with the outcome of this project. Composed of future building occupants, county officials and representatives of outside interests, the Project Planning Committee proved to be an invaluable forum for discussing planning issues and often opposing points of view. Much credit for a regulated and balanced design response to the needs and demands of various interests is due this committee.

the site

A downtown county-owned property located only a few blocks from the previous facility site was selected for this project. Proximity to various court-related services, coupled with potential for direct access to the county food service facility, medical center, and central energy plant, strongly favored this location.

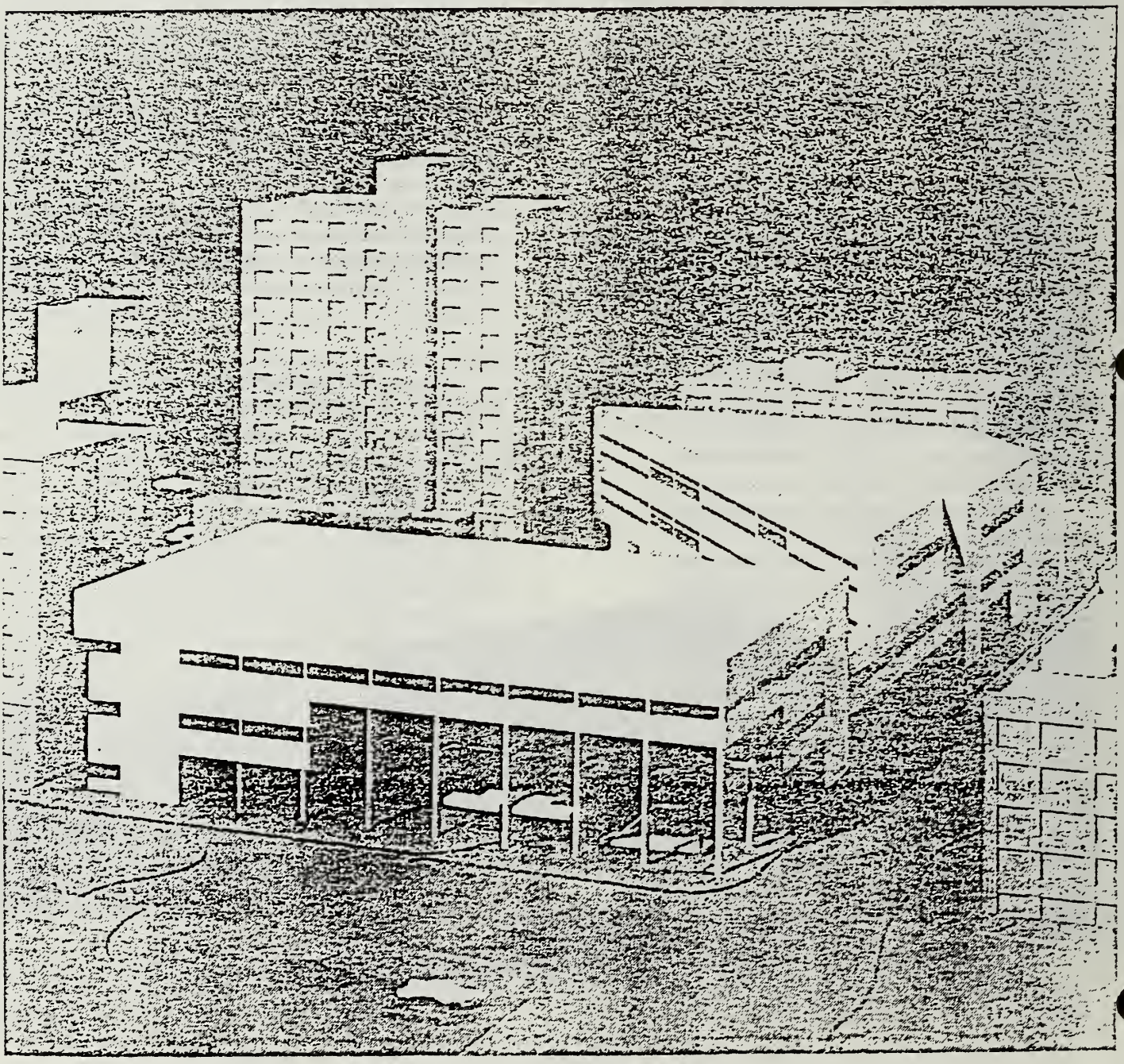
The site, situated in a metropolitan context, demanded sensitivity to various issues which are less problematic in rural areas. Building development would be



restricted to a relatively small parcel of land despite numerous functional space requirements and the need to consider future growth. Vertical circulation, especially within the detention unit, would have to avoid the pitfalls associated with multi-level secure residential programs. The public image of the building should be consistent with the context of surrounding structures while at the same time avoiding overtly institutional and threatening appearances. Interior and exterior views for residents must be regulated in some fashion. Convenient movement between all interior spaces must be maintained. The following text will describe the physical reponses generated by these constraints.

the design

Quite a few operational benefits are attained in this scheme which consolidates various juvenile justice components within a single facility. Probation officers will be in close proximity to both their juvenile clients in detention and the courts. Intake officers, who are responsible for placement decisions, will be immediately available for assessment and intervention, thereby minimizing unnecessary placements and the duration of short-term holding for assessment purposes. Since all justice services are integrated in a single complex, time-consuming transportation of detained youths between



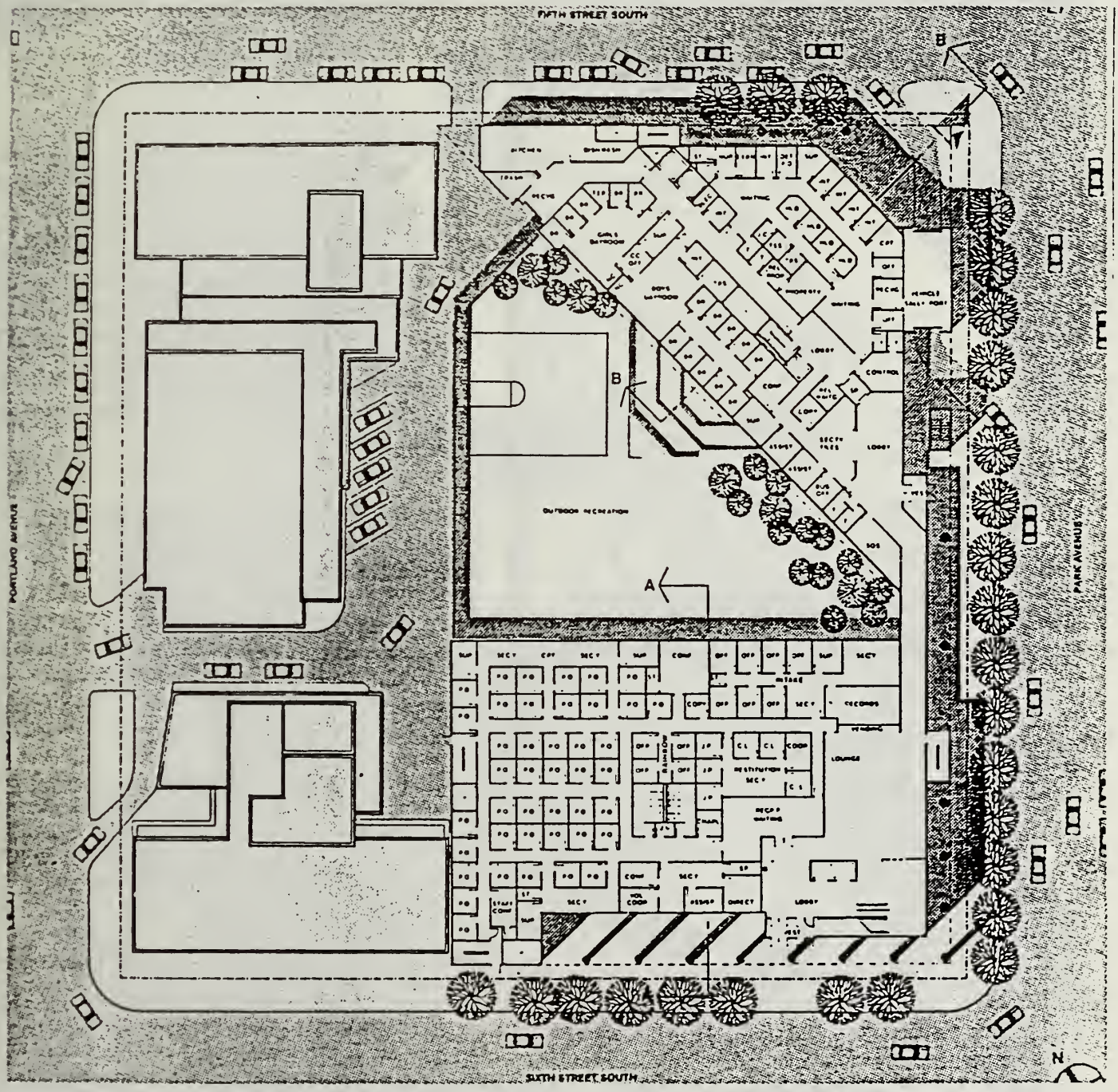
Hennepin County Juvenile Justice Center

various system points will not be necessary, and it is anticipated that this will expediate processing times and court calendar operations. Police transport will not be necesary.

While features such as these contribute to smooth and timely system function, authorities expect the greatest benefit may be to the families of the juveniles themselves. The ease of access to the variety of related system components at a single location should assist both parents and attorneys in their efforts on behalf of juveniles in detention or otherwise involved in the court process.

The final design consists of two adjacent structures, one rectangular in plan, the other triangular. The rectangular building houses all court functions, including courtrooms, hearing rooms, probation and intake offices, court records, and public waiting areas. Residential detention programs and services, along with short-term holding and admissions screening, are contained in the triangular structure.

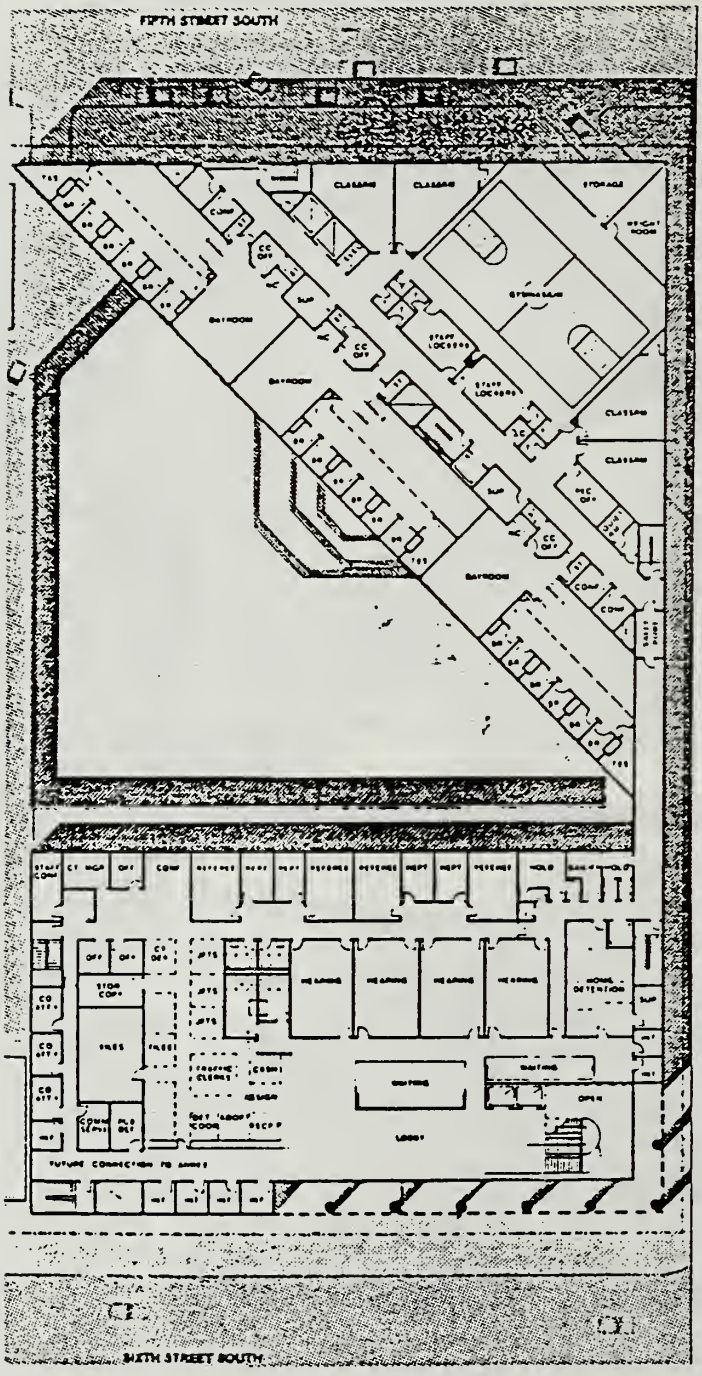
This triangular form contributes in several ways to the overall design scheme. First, a large outdoor space separating the two buildings is achieved. This space in the



first floor plan

interior portion of the complex will be used by residents for recreation and outdoor activities. Slightly below grade, it is visually and physically separated by the building forms from the surrounding streets and public view, thus simplifying supervision of the area. The court building, located to the southwest of this space, is progressively stepped back at each higher level to allow for maximum sunlighting (see section diagram). Another advantage is that one corner of the triangle, positioned immediately adjacent to the court building, provides access between the two structures via short corridors connecting the buildings through this point at the basement, first and second levels. The ground level corridor is for public access, while the second story passage is reserved for staff/resident movement between the buildings. This direct access should improve contact between court staff and residents while eliminating the need for handcuffs and other overt security precautions during resident transit to court.

A final bonus is gained with the long diagonal wall of the detention building. Nearly all bedrooms and dayroom living areas are located along this perimeter surface. Plenty of natural interior lighting is thus available, and views into and out of the housing area are controlled by the intervening interior courtyard.



second floor plan

intake

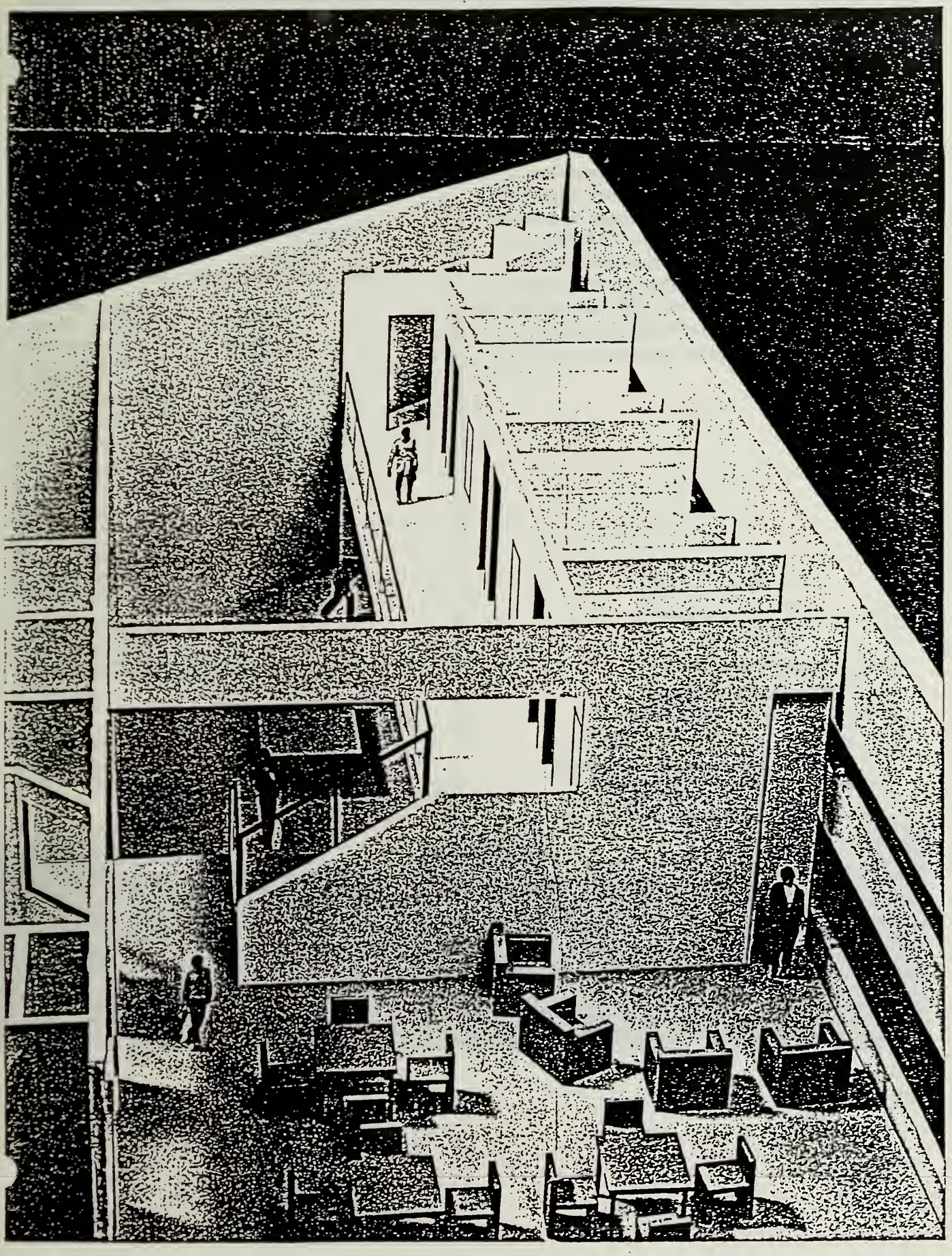
The 15-bed intake unit at ground level includes temporary holding and interview rooms, medical examination, and controlled public entry/waiting areas. When juveniles must remain overnight, male and female bedroom areas with dayrooms are available for use immediately adjacent to intake. Juveniles are not immediately placed in full-service detention programs or living modules located on the floors above. Intake and probation officers, located in the court building at the ground level, have easy access to intake and temporary detention areas.

detention

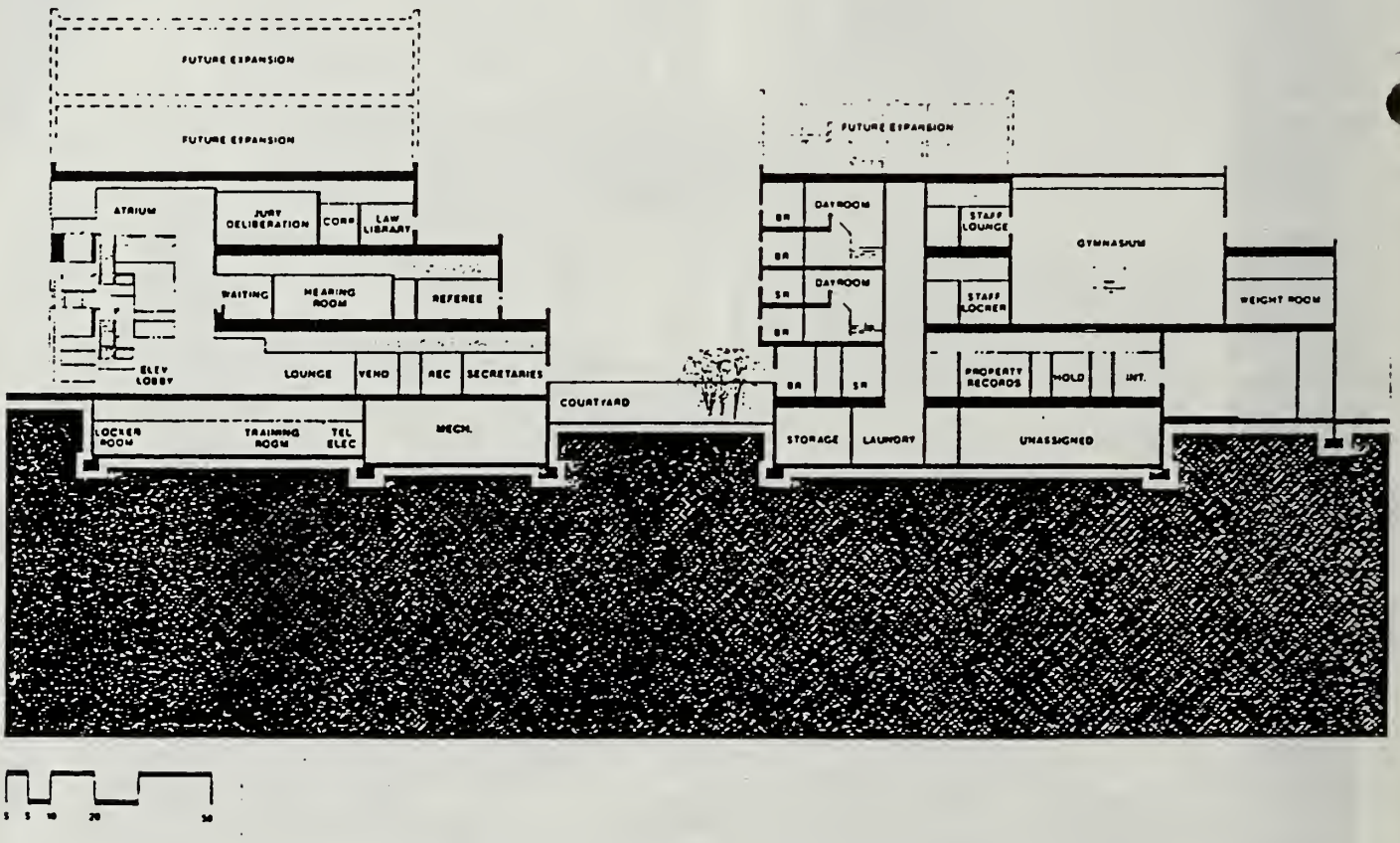
The residential living units themselves are organized so as to provide maximum flexiblility and smaller scale perceptual experiences. Excluding ground level bedspaces which comprise the short-term housing (or admission screening) component, there will be 72 full-time single occupancy detention bedspaces, 36 on each of the upper two floors. Each of these floors will contain three 12-bed living modules, four classrooms, conference rooms and staff offices. A two-story gymnasium is located on the second floor. A single corridor connects the entries to each living unit, classrooms and offices on each floor. Short travel distance between various program components will ease supervision difficulties and encourage maximum use of all programmatic activities.

The 12-bed modules will serve as self-contained units as nearly as possible. Each module is divided into three areas: bedrooms, a quiet activities living space, and an area for larger and noisier activities such as ping pong and television viewing. Meals prepared outside the facility

Hennepin County Juvenile Justice Center



will be served in the living or dayroom area which includes a "nutrition center" equipped with mild dispenser, refrigerator, and microwave oven. When not used for dining, tables can be used for games and other passive activities. The split-level configuration (six upper and six lower bedrooms adjacent to the games area, dayroom at mid-level to one side) allows for easy supervision of all spaces and provides adequate separation between various activities. More important, the spacious arrangement of the module plan allows residents to move about a bit and to participate in a number of desirable though "unstructured" activities. Such capablities help to alleviate the harmful emotional response and behavior often associated with institutional confinement. The availability of six separate modules is considered advantageous by staff who will now be able to assign juveniles to individual units based on case classification, with suitable programs structured for each unit.



FACT SHEET

Building Functions:
- Secure housing and program for pretrial juvenile detainees
- Juvenile court and court administration
- Juvenile division of court services
- Field offices for county attorney, public defender and community services

Opening Date:
July 1, 1984

Average Daily Population:
80 full service detention, 15 admissions/temporary holding

Total Beds:
72 full service detention, 15 admissions/temporary holding

Total Square Feet:

Juvenile detention	41,570
Juvenile court	27,513
Juvenile services	13,487
Support	5,000
Future office expansion	11,000
Total (net)	98,570
Total (gross)	160,000 (approximate)

Square Feet Per Resident:
503 (in detention and intake)

Construction Cost:
$13,114,551*

*The total project budget was $16,014,099 which included additional expenses for furniture, movable equipment, and architectural/legal fees.

Cost Per Square Foot:
$81.96 (total project)

Total Staff:

Direct care	36	full-time
	22	half-time
Supervisory	8	
Administrative	4	
Education	9	
Service/support	15	
Total	94	

Annual Operations Cost (1984):
$2,676,343 (detention and intake)

Annual Cost Per Bed:
$30,762

Cost Of Care Of Resident:
$1,145 (at 64 capacity with average ten-day stay)
843 (at full capacity with average ten-day stay)

Daily Cost Per Resident:
$114 (at 64 capacity)
84 (at full capacity)

Architects:
Ellerbe Associates
Bloomington, MN

Hall Associates
St. Paul, MN

Contacts:
Don Hammergren
Superintendent of Juvenile Detention
Juvenile Justice Center
626 S. Sixth St,
Minneapolis, MN. 55415-1597
(612) 348-3630

Kenneth Young
Director of Court Services
A506 Government Center
Minneapolis, MN. 55487
(612) 348-3681

LIST OF PERSONAL INTERVIEWS

1 Administrative Secretary
2 Bailiff
3 Building Engineer
4 Business Manager
5 CASA
6 Chief Probation Officer
7 City Attorney
8 County Clerk
9 Court Officer
10 Department of Public Health
11 Department of Social Services
12 District Attorney
13 Information Services
14 Juvenile Hall Administration
15 Juvenile Hall Counselor
16 Juvenile Justice Commission
17 Kitchen
18 Police Liaison
19 Probation Services
20 Public Defender
21 San Francisco Unified School District
22 Staff Training Officer
23 Superior Court Judge
24 Traffic Hearing Officer
25 Volunteer Auxiliary
26 West Portal Residential Center

ADMINISTRATIVE SECRETARY

PROBLEMS WITH CURRENT FACILITY

1. More parking is needed
2. Many more clerical staff are needed, especially temporary services
3. Wheelchair accessibility
4. Signage

SUGGESTIONS FOR IMPROVEMENTS

1. Juvenile Hall should be connected to the Courts, the Medical, Dental and Psychiatric Clinics, Probation Services, Public Defender, District Attorney, and the Chapel
2. Juvenile Hall and Probation should be painted/decorated in warm tone/bright colors and greenery
3. Probation Department Record Room should be updated drastically
4. There should be a Juvenile Hall kitchen/cafeteria for the detainees and a separate cafeteria for employees and other people in need of food
5. Employee Lounges, 1 male and 1 female or 1 smoking and 1 non-smoking, with lockers to reduce purse snatching
6. Information Desk/Phone Room should be equipped with computer for querying
7. One computer center for all input
8. Directory in front of building or mezzanine is needed similar to a medical building
9. There should be a long-term facility; $\pm$ 90 days for females (now only males)
10. Building should be kept cleaner

OTHER THOUGHTS

1. Visiting should be 2 times a day, days and evenings; if not everyday, then 2-3 times a week
2. Juvenile Hall should be equipped with cameras in each cottage to view each room of each detainee with large monitoring section in each cottage or in the Director's Office
3. Juvenile Hall should have a good recreational facility (i.e. indoor; outdoor) with pool and theater/lecture room
4. Courts should be open 1-2 nights a week
5. There should be a program/learning center to teach detainees the basics of life: hygiene and grooming; child care; house cleaning; grocery shopping; auto mechanics; home repairs; and gardening

6 Some of the unions or professions in San Francisco should be contacted re: volunteer training (e.g. painters, electricians, roofers, carpenters, auto mechanics, furniture refinishers) for long-term detainees (male and female) for a training program
7 Smokeless ashtrays should be provided
8 Clerical work is done in duplicate or triplicate; this could be computerized
9 Inside house phone (white courtesy)

BAILIFF

PROBLEMS WITH CURRENT FACILITY

1 Total lack of security at public entrances and exits
2 Too much Waiting Room noise comes into courtrooms
3 P.D. staff attorneys assigned to more than one courtroom
4 Intimidation occurs in waiting rooms among victims, witnesses, families, etc.
5 Waiting hall to Courtroom 480 is too hot or cold
6 Lighting is inadequate in the courtrooms
7 No bailiff is assigned to the Airplane Room
8 Holding cells should not have exposed light fixtures or piping
9 Youth are occasionally kept in holding cells too long
10 Court officers do not have keys to the elevator, which would allow them to reach the first floor security area
11 Existing emergency push-button alarm system to Taraval Police Station is only operating from the two judges' benches, not their chambers or any commissioner's bench
12 Threats of violence on murder, rape and mentally ill 300 cases

SUGGESTIONS FOR IMPROVEMENTS

1 Limit public to a single entrance and install a metal detector and one full-time security guard there
2 Control access to secure areas by limiting the distribution of keys
3 Provide security corridors connecting cottage and rear entrances to all courtrooms monitored by closed-circuit television
4 Carpet court waiting rooms to reduce noise
5 Switch Traffic Court and Airplane Room Court
6 Install plexiglass vision panels in holding cells with sliding solid doors
7 Separate defense and prosecution waiting areas
8 Relocate air vents in holding cells so that youth cannot communicate or pass contraband to public corridors
9 Install alarm system in all courtrooms with wall monitor on each floor to alarm at Taraval Police Station and YGC
10 Install recessed lighting in holding cells
11 Paging system in courtrooms to summon PO's and attorneys to court (to be heard throughout the building)
12 Remove door knobs and locks from inside holding cell doors
13 Holding cells should be constructed with indestructible, stationary materials
14 Plumbing in holding cells should have shutoff valves accessible to bailiffs to control flooding and vandalism
15 Post directional signs to offices and courtrooms throughout the building

BUILDING ENGINEER

PROBLEMS WITH CURRENT FACILITY

1 All roofs are in need of renewal
2 All elevators are worn out (can be repaired)
3 Insufficient parking on-site; need for at least 75 additional spaces
4 Cottage painting is completed; corridors, kitchen and the entire Administration Building are in need of painting
5 No long-term maintenance
6 Radiant heating system hot water pipes were wired to re-enforcing steel in floor slabs which are now corroded and leaking, causing major concrete damage (one leak per month)
7 One new smaller boiler replaced three original massive non-functional boilers which could be removed
8 All interior finishes are in bad shape
9 Too costly to keep 15,000-gallon underground diesel oil storage tank
10 2 1/2" high pressure gas supply by PG&E may not be needed now
11 The emergency generator is small and untested
12 The elevator doors require emergency repair once a month
13 No fire sprinkler system
14 Parts are not available to repair many original plumbing fixtures
15 Fire hydrants have not been tested
16 The telephone system is an antique
17 DPW takes a long time to make simple repairs
18 Outdoor recreation space is unused

SUGGESTIONS FOR IMPROVEMENTS

1 Upgrade plumbing
2 Eliminate onsite fuel oil storage tank; develop alternate
3 Upgrade lighting throughout facility
4 Need a staff lounge/cafeteria
5 Establish long-term staffing and mechanical repairs/upgrading so that preventative maintenance takes the place of breakdown maintenance; major upgrading of virtually all mechanical components will be dictated by facility use and design

OTHER THOUGHTS

1 A verbal estimate was given to pave the abandoned children's playground site for $250,000
2 Procedures necessary to accomplish work are greater than the needed work. Establish simplified methods of budgeting, spending, purchasing, hiring, firing, and retiring

BUSINESS MANAGER

PROBLEMS WITH CURRENT FACILITY INCLUDE

1 Business Manager's office too small with too many doors
2 Too hot and too much street noise
3 Shared secretary is insufficient
4 One assistant position is required
5 Staff Training Officer should have an adjacent office
6 No individual privacy in the group accounting office
7 Need better furniture and lighting
8 Need a private restroom for staff
9 Public cashier position should be in a more central position so that other staff can cover when cashier is out
10 Need more wall graphic aids (i.e. remarkable calendars and charts)
11 Telephone switchboard room is too small and too public
12 Record room needs a new filing system
13 Mail room should be separate from record counter
14 Steno-pool mimeograph machine should be close to supplies closet
15 Issue parking permit cards to each employee
16 Current 4 widely separated supply storerooms should be centralized to a ± 15'x20' storeroom
17 No security system within the building
18 No means of contacting Buildings and Grounds Superintendent when he is in the utility tunnels
19 Separate room for photocopying machine due to noise and P.O. staff use
20 More doorshelves for reports and paperwork

OTHER THOUGHTS

1 Business Manager is responsible for:
- accounting department
- information desk and telephone switchboard
- steno-pool
- records and mail room
- office supplies
- messenger boy

2 Current staff: 11 in 3 offices

CASA (COURT APPOINTED SPECIAL ADVOCATES)

SUGGESTIONS FOR IMPROVEMENTS

1. A private entrance for volunteers who currently can only access space through DSS, Information Services or Juvenile Justice System offices
2. Require dividers between desks for confidentiality; and carpeting would help

OTHER THOUGHTS

1. CASA work strictly on dependency cases, not 601 or 602
2. Many confidential case files are stored here
3. CASA volunteers are in court 5 days a week
4. 3 staff and 1 volunteer desks are required
5. 160 volunteers have been trained during the 5 years of CASA's existence

CHIEF PROBATION OFFICER

PROBLEMS WITH CURRENT FACILITY

1. Chief Probation Officer's office is too isolated from other staff, too easily accessible by public and too noisy
2. Lack of a central public waiting room
3. Lack of a central law library for staff
4. No security, especially for noontime vandalism by McAteer High School students
5. Lack of adequate air circulation partly due to poor room layouts
6. Inadequate electric power distribution
7. Need new blinds, carpet and paint
8. Business Office positions need reorganization (e.g. only one payroll clerk, yet at least two are needed)
9. Need new phone system
10. Janitorial services are limited due to understaffing; other departments at YGC should share in costs of janitorial staff
11. No buildings and grounds laborers to assist with moving or to do odd jobs
12. Director of Log Cabin Ranch does not need a separate office for the one day/week the Director is here; a desk in the County Placement Office is sufficient
13. Main conference room is too hot and noisy

SUGGESTIONS FOR IMPROVEMENTS

1. Move all private offices away from street frontage
2. Rearrange management office layout to have Business Manager's office and Information Services immediately adjacent to CPO's office on one side and Assistant CPO's office and Director of Probation Services immediately adjacent on the other side
3. Install sets of double doors with keys in and panic bars out just beyond the 2 front stairs on first floor to keep public from access to most of the building.
4. Lock rear doors at Engineer's office
5. Enforce NO PARKING in police sally-port between administration and service buildings
6. Provide at least one large conference room per floor with seating for 20 people

OTHER THOUGHTS

1. "Assistant CPO" will be reclassified to "Director of Probation Services" and a new job description will be established for the "Assistant CPO" to be a daily management aid to the CPO
2. CPO does not need to be adjacent to Volunteer Auxiliary or Juvenile Justice Commission

CITY ATTORNEY

PROBLEMS WITH CURRENT FACILITY

1. Need more space
2. Need D.S.S. court officers within Main Building
3. Need waiting room for D.S.S. social workers
4. Need private offices for 8 attorneys
5. Need a secretary, photocopier and word processor
6. Need space for 5 paralegal aids
7. Need private space for settlement conferences with room for 10 persons

OTHER THOUGHTS

1. Each attorney is responsible for over 50 cases
2. Filings increased from 800 in 1985 to 1600 in 1986
3. If judges could move to D.S.S. offices at 170 Otis, the office could move there and be in walking distance from present office at 214 Van Ness Avenue

COUNTY CLERK

PROBLEMS WITH CURRENT FACILITY

1 Rainwater leaks on records, supplies and exhibits under front entry stairs
2 Exhibit vault is not secure; firearms, cash and drugs are kept there
3 No area for interpreters, court officers, or attorneys to meet privately
4 Public can view the entire office; no uninterrupted time to do work
5 Public counter is unsafe
6 Rear window is not secure and must be repaired
7 Courtrooms are too spread out
8 Office is poorly lit
9 Need new phone system
10 Better emergency communication to Taraval Police Station
11 Need new paint, furniture and better 7-year calendar filing system
12 Need better janitorial service -- the trash gets dumped but the floor has never been cleaned
13 P.D. needs more staff; they are usually the office requesting continuances due to lack of preparation time

SUGGESTIONS FOR IMPROVEMENTS

1 Provide a staff lounge next to a cafeteria where you can get decent food

OTHER THOUGHTS

1 Plan on increasing number of courts from 4 1/2 to 6 in 2 years
2 Switch Traffic Court and Dependency Court now held in Airplane Room since Traffic Court is not served by clerks, bailiffs or court officers and requires no holding cell or separate commissioner's chambers
3 Continue process of having youth repaint, clean and repair the facility under supervision as vocational training for janitorial and building maintenance employment which are two of the fastest growing low skill level job categories in the country; this process was stopped by the Public Workers union who claimed they were taking work from away from their members

4 New record filing system is good; still need color-coded files
5 We do not need a new office; just a safe, well-lighted, clean one
6 Proximity to courts, D.A. and P.D. is very important
7 J.A. should study electrical service requirements of computerized operations
8 Brown bag plays and concerts in the Chapel at lunch hour
9 Day care for working parents
10 Permit parking for all employees
11 Health spa on the roof (Girl's gym currently used at lunch hour)
12 Cocktail lounge, McDonalds or Trader Vic's type food service/store at public/staff lounge

COURT OFFICER

PROBLEMS WITH CURRENT FACILITY

1. Poorly lighted; dark!
2. No vision panel into holding cells
3. No judges' chambers or holding cell in airplane room
4. 2 judges' courtrooms too large
5. Old library courtroom too small and noisy with food carts passing in hall on 2 sides
6. Youth must pass friends, family, witnesses and victims in handcuffs from cottage to court

SUGGESTIONS FOR IMPROVEMENTS

1. Better communication between all youth services
2. Redesign philosophy of youth services; do not "Jerry-Rig" to suit fads
3. Relocate delinquency courts closer to cottages
4. Create a police sub-station with a sergeant to approve police reports so that police reports are received earlier allowing quicker and more thorough investigation

OTHER THOUGHTS

1. Priorities are: private attorneys first, then simple quick cases, then parents who are taking time off from work
2. Visit Santa Clara County courthouse to see a good layout

DEPARTMENT OF PUBLIC HEALTH

PROBLEMS WITH CURRENT FACILITY

1 Too distant from cottages in emergency
2 Not enough space for staff (which will probably total 35-40 by June, 1988)
3 No private offices for therapists
4 Separation of medical and psychiatric clinics
5 Too many small rooms and hallways make space unusable
6 No meeting room space for group work, meetings, etc.
7 Inadequate space for screening and medical exams in receiving unit
8 Inadequate record filing system
9 Lack of interdisciplinary communication
10 No consistent hot water in clinics
11 No adequate plumbing to dental and medical clinic
12 Inadequate janitorial service
13 Insufficient space in each cottage to store resuscitators, drugs and other emergency materials
14 Insufficient budget for hospitalization and medical work-ups (x-rays, surgery, etc.)
15 Youth from Log Cabin Ranch stay 2 nights at YGC when they need treatment at SF General Hospital

SUGGESTIONS FOR IMPROVEMENTS

1 Expand volunteer auxiliary's ability to fund non-tangible expenses
2 Improve counselors' working conditions
3 A youth services center
4 Have youth assist in improving/maintaining facilities

OTHER THOUGHTS

1 Many youth have sexually-transmitted diseases and the YGC outpatient clinic sees many partners
2 Most youth need dental work due to excessive ingestion of sugar, junk food, drugs and lack of care (primarily)
3 Many youth are heavy drug users (crack, PCP, heroin, cocaine); Log Cabin Ranch has a big problem with contraband drugs coming back from weekend passes
4 Some youth have been diagnosed as having A.R.C. -- precursor to A.I.D.S.
5 JA should study Manhattan's "The Door" project, a centralized youth services program
6 For more details, contact: Shirley Thornton, Educator with Bill Honig in Sacramento; Richard Komisaruk, Santa Clara County Psychiatrist; Jerry Klein, S.F. City Juvenile Medicine at S.F. General Hospital

DEPARTMENT OF SOCIAL SERVICES

PROBLEMS WITH CURRENT FACILITY

1 Offices not located in main building, too remote
2 Understaffed, underfunded
3 Insufficient space for private offices
4 Inadequate record filing equipment and space
5 No janitorial service
6 No common conference/lounge room for social workers, City attorneys, parents to meet in private

SUGGESTIONS FOR IMPROVEMENTS

1 Find room for us somewhere in main building

OTHER THOUGHTS

1 Current staffing: 3 court officers
3 clerical
2 Dependency cases take longer to try because the facts are in constant flux unlike a single past delinquent act

DISTRICT ATTORNEY

PROBLEMS WITH CURRENT FACILITY

1 Difficult to direct public to rooms within the building -- too many room numbers
2 Heat goes on when it's hot and off when it's cold; too cold in office
3 Unsafe, many purses snatched
4 Space too broken and attenuated
5 Psychologist's office must go, last vestige of original use; causes security problems
6 No staff lounge or sick room
7 Medical staff will not treat staff
8 Poor electrical power distribution
9 Need a separate waiting room for victims and witnesses
10 Need one additional clerical staff
11 Need central law library with full-time librarian
12 Need a conference room for 12
13 Need more closet space for materials and supplies
14 Need more accurate investigative information from victims and witnesses
15 Carpeting would be nice

OTHER THOUGHTS

1 Current staffing: 5 attorneys (need 2 more)
2 investigators
1 victim/witness coordinator
1 clerk
1 secretary (need 1 more)
2 Not responsible for 601 cases, status offenders
3 Walter Aldridge and Jerry Norman are responsible for 300 cases, child abuse
4 Police reports and P.O.'s petition requests come in by 3 pm and 777s are issued to detain kids
5 We send all subpoenas
6 Will be hiring 3 additional attorneys to handle 300D cases only
7 Too much rotation of DA staff
8 DA has no connection with CASA
9 Nobody does a bad job here; the system is just difficult

INFORMATION SERVICES

PROBLEMS WITH CURRENT FACILITY

1 Fine and happy in general
2 CPU room is too small
3 Plumbing fixtures need to be removed from offices
4 Water leaks from old plumbing stacks and radiant floors in central hallway and EDP/TSO room
5 CASA leaves the front hall door propped open sometimes when they are expecting visitors and this is a security problem
6 Too many public unannounced intruders

SUGGESTIONS FOR IMPROVEMENTS

1 1 Director and 3 1/2 staff
2 Install an alarm system to protect ± $500,000 worth of computer equipment from burglary or tampering
3 Question the need for a sign-in room for WPRC counselors or the need for the County Clerk to keep 50-year old records in a large, well-lit office
4 Cabling reaches ± 2,000 feet

JUVENILE HALL ADMINISTRATION

PROBLEMS WITH CURRENT FACILITY

1 Poor site plan; too spread out
2 Inadequate toilet facilities in cottages
3 Inefficient staffing
4 No interview or visiting rooms
5 Too many blind corners
6 Glass walls in corridors are dangerous
7 Too much space for kitchen and dining in cottages

SUGGESTIONS FOR IMPROVEMENTS

1 Create a central dining facility
2 Separate waiting rooms for victims and dependents
3 Relocate Med/Psych clinic closer to cottages
4 Relocate RU to B-1 for better vehicular access, drop-off and short-term parking
5 Give orientation presentation to new youth and parents
6 Make use of cottage for a central school
7 Make use of a cottage for a main kitchen and eating area
8 Separate interview rooms in admission area from all foot traffic

OTHER THOUGHTS

1 Currently staff costs are $27,000/year/youth; as of 1 February, staff costs will increase to $35,000/year/youth
2 Juvenile Hall has a rated capacity of 138 and an average count of 96
3 Count drops when school is out due to less interaction
4 A high proportion of probation officers were counselors
5 Most youth are repeat offenders

JUVENILE HALL COUNSELOR

PROBLEMS WITH CURRENT FACILITY

1 Too much turn-over in counseling staff keeps supervisors always in the training mode
2 Visitors for the girls are not common
3 Only place to separate naive from sophisticated girls is in RU
4 Some Probation Officers appear to look down on Counselors; not accepted as professionals
5 Girls do not know their P.D. or D.A., only their P.O.
6 Lack of timely repairs of minor damage (e.g. locks, drains, wall damage); DPW does not work nights or weekends
7 Major repairs necessary to radiant heating system
8 Outdoor areas between units are too small for large-muscle recreational activity, except calisthenics
9 Need for basketball standards to replace tennis net
10 Eliminate WPRC status offender unit
11 Remove B1 - Post-dispositional detention unit from service area
12 Too much glass in activity rooms; small tables and chairs used to go through glass panels regularly until large single-unit bench/tables were purchased
13 Relocate courts to within the secure area

SUGGESTIONS FOR IMPROVEMENTS

1 Provide separate 5 to 6-bed ward for violent youth being tried as adults
2 Design bedrooms to provide visual supervision from a single counselor's station to facilitate open door policy
3 Provide clear plastic-walled interview/visiting room and stereo room on each unit
4 Limit public to a single secure entrance to courts and Juvenile Hall

OTHER THOUGHTS

1 Counseling Staff advancement:
- Assistant Counselor
- Counselor
- Counselor II
9 - Senior Counselors (unit manager/duty supervisor)
5 - Supervising Counselors
Henry Reynolds, WPRC
Janet Medina, G-2 and RU
Dennis Doyle, B-1 - B-5
Bill Schmidt, Night Shift 12 - 8

John Gianini, Day Shift 4 - 12

1 - Assistant Director (Jean Bailey)
1 - Director (Don Carlson)

2 RU is coed and works fine
3 Most girls are charged with misdemeanors or simple felonies; small percentage of hard core delinquents
4 Society's double standard -- it's expected of boys, but girls are disowned, rejected, rarely visited
5 The 601 law, enacted in 1978, cut the girls population in half
6 G-2 has 1 - 9 p.m. time to allow girls to remain out of their rooms; also, there are individualized programs (predicated on 3 post positions)
7 Volunteer Auxiliary bought new furniture for RU and G-2
8 Outdoor courtyards are used each day by RU and G-2
9 Queen's bench (group of local female attorneys) are active volunteers with the girls
10 Girls like rollerskating, aerobics, chinese ropes instead of basketball or volleyball in the gym
11 If you do not put suicide in their minds and distract them with activities, you won't have a problem
12 Girls like to plan mass violence against counselors and mass escapes -- boys like to get out alone, often with no violence
13 If you don't let them argue, they won't fight (works for girls)
14 Anything will work if all the staff believe in it
15 Youth should be given a legal briefing after J-1
16 Stainless steel mirrors and shelves in their room are OK; girls won't destroy items they feel are personal
17 Public Defender doesn't understand that sometimes the structured environment of CYA would be better for that youth than Grandma's good intentions
18 Public Defender sometimes teaches youth how to beat the system by lying and cheating to get by (in the eyes of the delinquent youth)
19 Most fights occur in classrooms -- a less secure environment
20 General public should not be able to have direct eye contact with youths in secure detention
21 Facility problems affect attitude and program

JUVENILE JUSTICE COMMISSION

PROBLEMS WITH CURRENT FACILITY

1 Our office is being moved to W-1 which is much farther from judges, photocopying and mailing
2 Insufficient sound insulation between courtroom and office
3 Inadequate supply storage and record files

SUGGESTIONS FOR IMPROVEMENTS

1 Save this existing space adjacent to west public entry for us to return to

OTHER THOUGHTS

1 We would prefer to be near the business office, volunteer auxiliary office and conference room

KITCHEN

PROBLEMS WITH CURRENT FACILITY

1 Need new ovens for baking and roasting
2 Inefficient "L" layout wastes time
3 Lost one large refrigerator to damage
4 Large delivery trucks cannot easily manuever into loading dock, and many City cars are blocked when they do
5 Some difficulties with the freight elevator
6 Shift coverage difficult due to number of legally earned days off
7 Existing freezer is too small, so instead of fresh frozen vegetables, all are now canned
8 Stair circulation by the public is disruptive
9 Junk in the lower hallway to girls cottage and RU
10 Inadequate venting at garbage can steam cleaning room
11 Roaches infest edge of floor drain at cooking kettles
12 Difficult to obtain cold water with pipes passing through boiler room directly below
13 Refrigerator's compressors contaminate main storeroom

SUGGESTIONS FOR IMPROVEMENTS

1 Design on one level a loading dock, kitchen, central dining room, and storeroom
2 Reserve parking spaces for 9 kitchen staff
3 Design for turning radius of a 40' trailer semi-truck

OTHER THOUGHTS

1 City Department of Public Health Nutritionist, Lois Borgmann (558-2920), 101 Grove Street, monitors diet plans
2 140 meals x 3/day = 420 meals/day
3 Budget request in for 1 single and 1 double oven will be revised to 3 single ovens due to JA mechanical consultant's citation of clearance to ceiling code violation
4 Current staff: 1 chef, 3 cooks and 5 kitchen helpers
5 Need modern deep fat fryers to replace old
6 Kitchen places one order of food/week
7 Sufficient supplies are stored at all times for 3 weeks for all staff and youth to remain at 375 Woodside during an emergency

POLICE LIAISON

PROBLEMS WITH CURRENT FACILITY

1. No space in which to conduct line-ups which take place once a week; currently we disrupt classroom use to dim lights and have witnesses or victims identify suspect and 5 other randomly selected youth
2. City Jail is much worse than YGC

SUGGESTIONS FOR IMPROVEMENTS

1. Provide a 5 or 6-bed juvenile ward within the City Jail to house the most serious and dangerous offenders now in B-5 cottage

OTHER THOUGHTS

1. Main purpose of YGC is to diffuse anger
2. If the arresting officer receives a medical clearance from San Francisco General Hospital, then the nurses at Juvenile Hall should have to accept them into custody
3. SFPD has supported efforts to establish a central booking area at YGC with fingerprinting and photographs in order to minimize arresting officers' downtime traveling to and from the Hall of Justice
4. 601's should be categorized, not just out of parental control
5. Under Welfare and Institution's (W&I) code sections 625 and 626, the officer making first contact with the youth has four options:
   - shelter care: Huckleberry House
   - admonishment: "don't do it again and beat it"
   - citation: must notify parents
   - arrest: to Juvenile Hall
6. Policy Academy used to conduct a 3-hour tour of YGC; now there is no orientation at all
7. CYA decertified the County Jail due to lack of audible contact barriers between youth and adults
8. B-5 is a very good program; it received a State award 2 years ago
9. Peer counseling is the most effective means of changing attitudes

PROBATION SERVICES

PROBLEMS WITH CURRENT FACILITY

1 Some private offices are too small and/or without operable windows
2 Police reports should come with the youth
3 Steno-pool should be better coordinated with Probation Officers
4 Seriously emotionally disturbed youth should not be housed with delinquents
5 Poor communication between Probation Officers and Court Officers due to physical separation

OTHER THOUGHTS

1 Current Staff:
43 Probation Officers (P.O.)
31 Senior P.O.'s
10 Supervising P.O.'s
3 Senior Supervising P.O.'s
1 Assistant Chief P.O. (Director of Probation Services)
1 Transportation Officer

89 Total P.O.'s

2 Senior Supervising P.O.'s:
Judy Hogan; 2 intake units, court officers, family crisis center
Byron Bray; 3 supervision units, special services
Don Benz; Private and county placements, special assignments
3 Primary contact with Record Room, County Clerk, Steno-Pool, Volunteer Auxiliary and District Attorney (particularly intake)
4 All P.O.'s have a private office, which is unusual
5 Relocate Court Officers to have offices within the Probation Department so that they will hear more about each youth prior to court appearance

PUBLIC DEFENDER

PROBLEMS WITH CURRENT FACILITY

1. Viewed by the public as being part of the criminal justice system because they are in the same building; ideal would be separate buildings
2. Too few private offices
3. Confidentiality suffers due to office layout (see #4)
4. Public waiting area needs to be visually and audibly separated from private offices
5. Poor relationships with Department of Social Services social workers
6. No interview rooms in cottages or receiving unit
7. Inadequate library space
8. No conference room
9. Poor communication between PO's, Juvenile Hall staff and attorneys

OTHER THOUGHTS

1. Current staff:
   - 8 lawyers
   - 3 clerical
   - 1 investigator
   - 2 social workers
     (unique state subvention project; function similar to P.O.'s but from defense perspective; delinquency cases only. -- needed in dependency cases too!)
2. 90% of youth in Juvenile Hall are our clients
3. Working relationship to probation officers, Juvenile Hall staff, psych. clinic, courts
4. We are staff of elected Public Defender, Jeff Brown
5. R.A.P. is the most active community group here
6. Court procedure:
   - Police contact, arrest and report
   - Probation officer's petition request
   - District Attorney's petition hearing
   - Release or detention (hearing only if detention requested)
   - J-1: first jurisdictional hearing interviews; J-2: trial
   - Disposition

SAN FRANCISCO UNIFIED SCHOOL DISTRICT

PROBLEMS WITH CURRENT FACILITY

1 Classrooms within units are a poor environment for learning; unsafe, ill-lit, noisy, with many interruptions
2 Visiting hours are too short and poorly timed
3 Need boys' crafts room for classroom
4 Incomplete assessments of youth
5 Sewers back-up causing unhealthy working conditions

SUGGESTIONS FOR IMPROVEMENTS

1 More parent and community involvement
2 Develop support systems for each youth comprised of their probation officer and D.S.S. social worker to replace their family
3 Place probation officers in elementary schools with high rates of child abuse reported or suspected to give children someone to turn to
4 More follow-up in the school system after release

OTHER THOUGHTS

1 Most youth require special education

STAFF TRAINING OFFICER

PROBLEMS WITH CURRENT FACILITY

1 Need a room with a seating capacity of 30 with good lighting, ventilation, ample desk space, comfortable chairs; a locked audio-visual room with 2 private offices for a training officer and a clerk
2 Need a full-time clerk
3 Need janitorial service

OTHER THOUGHTS

1 A list of possible locations:
- Main Conference Room
- Boy's Crafts Room
- Chapel
- Cafeteria
- Dormitories in W-1, W-2 or W-3

2 The facility would be used for training only one or two days per week
3 Most trainings are a full 8-hour day

SUPERIOR COURT JUDGE

PROBLEMS WITH CURRENT FACILITY

1 Lack of security in the entire facility, especially the courtrooms
2 Inadequate courtrooms in airplane room and 480 (above Kitchen)
3 Lack of a central law library

SUGGESTIONS FOR IMPROVEMENTS

1 Limit public to a single entrance and install a metal detector/ security guard checkpoint there
2 Relocate dependency court facilities to a new location separate from delinquency cases

TRAFFIC HEARING OFFICER

PROBLEMS WITH CURRENT FACILITY

1 No adequate waiting room

SUGGESTIONS FOR IMPROVEMENTS

1 Provide a waiting room for youth and parents separate from delinquency and dependency youth and parents

OTHER THOUGHTS

1 Public contact by staff not necessary other than directing parent/client where to file for re-hearing
2 Parents are required to appear in court with youth
3 One or two drunk driving charges per month
4 Muni and Superior Court judges have decided to keep juveniles and adults separate in Traffic Court
5 Needs to be located with Juvenile Court because of coordination with the Juvenile Probation Department because:
- some violators are given community service
- some violators with multiple misdemeanors are sent to Log Cabin Ranch
- some violators have active warrants for their arrest

VOLUNTEER AUXILIARY

PROBLEMS WITH CURRENT FACILITY

1 Never enough storage for all our programs and too spread out

SUGGESTIONS FOR IMPROVEMENTS

1 Maintain our office adjacent to business/management offices and our store
2 Relocate our storerooms to be next to office

OTHER THOUGHTS

1 Over 300 members' dues and generous donations from Sandy, Sanguinetti, Stulsaft and Callison Foundations support the following programs:
   - the store
   - Christmas presents
   - birthday cakes and presents
   - clothing, dental work, tuition, etc. for all youth under court custody
   - newsletter
   - job-training
   - probation aids (interns) from local colleges: S.F. State, City College, USF
   - $200/month to Joe Berkevitch at Log Cabin Ranch
   - $300/month to Henry Reynolds at W.P.R.C.
   - video tape machines and television sets for each cottage
   - a new video tape movie each week
2 A 21-member board of directors runs the system
3 Office needs room for 4 desks adjacent to store
4 Storeroom needs:
   - store goods
   - clothing with separate areas for infants, boys, girls and dressing room
   - Christmas wrappings, toys, soap, shampoo, etc.
5 We need a secure area in which to wrap and store Christmas presents from October through January, with access to public parking

WEST PORTAL RESIDENTIAL CENTER

PROBLEMS WITH CURRENT FACILITY

1. Independent study in classrooms does not work; most youth are emotionally disturbed and require a dynamic teacher able to get their attention and used to teaching special education
2. Old furniture
3. No good outside play area
4. Staff training not specifically geared to 601, status offenders
5. Classroom, medical clinic and director's office remote in W1

SUGGESTIONS FOR IMPROVEMENTS

1. Maintain this non-secure alternative adjacent to Juvenile Hall
2. Enlarge bedrooms
3. Maintain co-ed status
4. Better determine the individual needs of each youth

OTHER THOUGHTS

1. All 601 intake is handled at Huckleberry House, 1292 Page Street, phone 621-2929
2. 300's, abused and neglected children, enter the system through 3000 California Street
3. DSS foster homes should be visited by JA

1979 Uniform Building Code Requirements Summary

SECTION / TYPE	REQUIREMENT	COMMENT
1001 / I-3	JAILS-WHERE PERSONAL LIBERTIES OF INMATES ARE RESTRAINED	OK
1001 / I-3	SEE TABLE 5B	NO
1001 / I-3	TYPES OF CONSTRUCTION - SEE TABLES 5-C AND 5-D	OK
1002-A / I-3	AREA AND HEIGHT LIMITS - SEE SECTIONS 505. 506. AND 507	OK
1002-B / I-3	DIVISION 3 OCCUPANCIES SHALL BE TYPE I OR TYPE II - F.R. CONSTRUCTION	OK
1002-B-EXCP. / I-3	ONE STORY BUILDINGS TYPE V 1- HOUR 3900 S.F. MAX.	NA
1002-B / I-3	AREAS OF RESTRAINT SHALL HAVE NONCOMBUSTIBLE FLOOR SURFACES	OK
1003 / I-3	FIRE-RESISTIVE PROTECTION-EXTERIOR WALLS & OPENINGS-SEE SEC.504/PART-IV	OK
1004 / I-3	SEE CHAPTER 33 & AND SECTION 3319	NO
1005 / I-3	PROVIDE NATURAL LIGHT EQUAL TO 1/10TH/ TOTAL FLOOR AREA/ARTIFICIAL LIGHT	*
1005 / I-3	PROV.NATURAL VENT.-EXT.OPENINGS AN AREA NOT LESS THAN 1/20 FL.AREA/ HVAC	*
1006 / I-3	SEE SECTION 1706	NA
1706-A / I-3	VERTICAL OPENINGS SHALL BE CONSTRUCTED AS STATED IN TABLE 17-A	OK
1706-A / I-3	SEE SECTIONS 3308-3309	OK
1706-B / I-3	OPENINGS INTO A SHAFT,PROTECTED BY DOORS RATED 1-HR & 1 1/2 HR/SEC.4306	NO
1706-B	SEE TABLE 5-A	OK
1706-B	AIR DUCTS THROUGH SHAFT WALL MAYBE PROTECTED BY FIRE DAMPERS-UBC,STD43-7	*
1706-D / I-3	ELEVATOR SHAFTS MORE THAN TWO STORIES MUST BE VENTED TO THE OUTSIDE	NO
1007 / I-3	SEE CHAPTER 33-SPRINKLER SYSTEMS	NO
1008 / I-3	STORAGE OF VOLATILE FLAMMABLE LIQUIDS IS NOT ALLOWED	OK
1009 / 1-3	PROVIDE FIRE ALARM SYSTEM	NO
1801 / I-FR	STRUCTURAL ELEMENTS SHALL BE STEEL, IRON, CONCRETE OR MASONRY	OK
1801 / I-FR	WALLS AND PERMANENT PARTITIONS SHALL BE NONCOMBUSTIBLE F.R.	OK
1803-A / I-FR	EXT. WALLS AND STRUCTURAL MEMBERS SHALL COMPLY WITH SEC. 504 & TABLE 17-A	OK
1803-B / I-FR	OPENINGS SHALL BE RATED WHEN LESS THAN 20 FEET FROM PROPERTY LINE	OK
1803-B / I-FR	NO EXTERIOR WALL OPENING LESS THAN 5 FEET FROM PROPERTY LINE	OK
1804-A / I-FR	SPACE BETWEEN WOOD SLEEPERS SHALL BE FILLED WITH A NON-COMBUSTIBLE MATERIAL	NA
1804-B / I-FR	ONE HOUR NON COMBUSTIBLE FLOOR CONSTRUCTION	OK
1804-B / I-FR	NO MORE THAN TWO MEZZANINE AREAS IN A ROOM	NA
1804-B / I-FR	NO MEZZANINE AREA GREATER THAN 33 1/3% OF TOTAL ROOM AREA	NA
1805 / I-FR	CONSTRUCTED OF REINFORCED CONCRETE, IRON, STEEL THREADS AND RISERS	NA
1806 / I-FR	ROOF COVERING AS SPECIFIED IN SECTION 3203	OK
1901 / II-FR	STRUCTURAL ELEMENTS SHALL BE STEEL, IRON, CONCRETE OR MASONRY	OK
1901 / II-FR	WALLS AND PERMANENT PARTITIONS SHALL BE NONCOMBUSTIBLE F.R. SEE CHAP.17	OK
1903-A / II-FR	EXT. WALLS & STRUCTURAL MEMBERS SHALL COMPLY WITH SEC 504 & TABLE 17-A	OK
1902 / II-FR	STRUCTURAL FRAME WORK SEE CHAP. 24, 26, 27	OK
1903-B / II-FR	OPENINGS LESS THAN 20 FEET FROM PROPERTY LINE SHALL BE RATED SEE 504 (B)	OK
1903-B / II-FR	NO EXTERIOR WALL OPENINGS LESS THAN 5 FEET FROM PROPERTY LINE	OK
1904-A / II-FR	SPACE BETWEEN WOOD SLEEPERS SHALL BE FILLED WITH A NON-COMBUSTIBLE MATERIAL	OK
1904-A / II-FR	NON-COMBUSTIBLE FLOOR CONSTRUCTION MATERIAL	OK
1904-B / II-FR	ONE HOUR NON-COMBUSTIBLE FLOOR CONSTRUCTION	OK
1904-B / II-FR	NO MORE THAN TWO MEZZANINE AREAS IN A ROOM	NA
1904-B / II-FR	NO MEZZANINE AREA GREATER THAN 33 1/3% OF TOTAL ROOM AREA	NA
1905 / II-FR	CONSTRUCTED OF REINFORCED CONCRETE, IRON, STEEL TREADS AND RISERS	NA
1906 / II-FR	ROOF COVERING AS SPECIFIED IN SECTION 3203	NA

SECTION / TYPE	REQUIREMENT	COMMENT
3302-A / ALL	AT LEAST ONE EXIT	OK
3302-A / ALL	FLOORS ABOVE SECOND FLOOR WITH OCCUPANT LOAD OVER 10 NOT LESS THAN TWO EXITS	OK
3302-A / ALL	TWO EXITS IF AREA GREATER THAN 2000 SF OR MORE THAN 60 FT IN ANY DIR.	NA
3302-A / ALL	SEE SEC. 3319, EXIT REQUIREMENTS	NO
3302-A / ALL	OCCUPANT LOAD OF 501-1000, NOT LESS THAN THREE EXITS.	NA
3302-A / ALL	OCCUPANT LOAD OF MORE THAN 1000, NOT LESS THAN FOUR EXITS.	NA
3302-A / ALL	NO.OF EXITS REQ.-OCCUPANT LOAD PLUS % OF FLRS. WHICH EXIT THRU THE LEVEL	OK
302-B / ALL	EXIT WIDTH SHALL BE THE OCCUPANT LOAD DIVIDED BY 50 = FEET WIDE	OK
3302-C / ALL	IF TWO EXITS ARE REQUIRED A MIN. OF 1/2 THE RMS. DIAGONAL REQ. APART	OK
3302-C / ALL	3 OR MORE EXITS WILL BE ARRANGED IF 1 IS BLOCKED THE OTHERS WILL BE OPEN	OK
3302-D / ALL	DISTANCE BETWEEN EXITS 150' NON-SPRINKLER 200' SPRINKLER	OK
3302-E / ALL	EXIT FROM A RM.MAY OPEN TO ADJOINING RM.PROVIDED IT LEADS TO HORIZ.EXIT	OK
3302-E / ALL	FOYERS, LOBBYS CONSTRUCTED AS CORRIDORS WILL NOT BE INTERVENING ROOMS	OK
3302-F / ALL	MAIN EXITS SHALL BE HANDICAPPED ACCESSABLE	NO
3303-A / ALL	THIS SEC. APPLIES TO ALL EXIT DOORS SERVING OCCUP.LOAD GREATER THAN 10	OK
3303-A / ALL	EXIT DOORS SHALL SWING IN THE DIRECTION OF EXIT TRAVEL	NO
3303-B / ALL	OCCUPANT LOAD OVER 50, DOOR MUST SWING IN THE DIRECTION OF TRAVEL	OK
3303-B / ALL	DOUBLE ACTING DOOR CAN NOT BE USED AS PART OF A RATED ASSEMBLY	OK
3303-C / ALL	EXIT DOORS ARE OPENED FROM THE INSIDE WITHOUT KEY OR SPECIAL KNOWLEDGE	NO
3303-D / ALL	PANIC HARDWARE SHALL MEET UBC STANDARD 33-4	OK
3303-E / ALL	DOOR WIDTH 3'-0" MIN., HEIGHT 6'-8" MIN.	OK
3303-F / ALL	DOOR LEAF WIDTH SHALL EXCEED 4 FEET	NA
3303-G / ALL	REVOLVING SLIDING & OVERHEAD DOORS SHALL NOT BE USED AS EXITS	NA
3303-H / ALL	EVERY EXIT DOOR WILL LEAD TO AN APPROVED MEANS OF EGRESS	OK
3303-I / ALL	FLOOR OR LANDING SHALL NOT BE MORE THAN 1" LOWER THAN THRESHOLD	*
3303-I / ALL	WHERE DOOR OPENS OVER LANDING, LANDING MUST BE 5'-0" WIDE	OK
3303-J / ALL	GLASS DOORS SHALL CONFORM TO SECTION 5406	NA
3303-J / ALL	EXIT DOORS SHALL BE MARKED	*
3304-A / ALL	THIS SECTION APPLIES TO CORRIDORS SERVING OCCUPANT LOAD OF 10 OR MORE	OK
3304-A / ALL	PARTITIONS,RAILS,COUNTERS NOT OVER 5'-9" HIGH DO NOT FORM A CORRIDOR	OK
3304-A / ALL	EXIT CORRIDORS SHALL BE CONTINUOUS & NOT INTERRUPTED BY INTERVENING ROOM	OK
3304-A EXCPT. / ALL	FOYERS,LOBBIES,RECEPTION RATED AS CORRIDORS ARE NOT INTERVENING ROOMS	OK
3304-B / ALL	CORRIDOR SERVING 10 OR MORE OCCUPANTS SHALL BE AT LEAST 44" WIDE	OK
3304-C / ALL	CORRIDORS SHALL NOT BE LESS THAN 7'-0" HIGH	OK
3304-D / ALL	THE REQUIRED CORRIDOR WIDTH SHALL BE UNOBSTRUCTED	OK
3304-D EXCPT. / ALL	HANDRAILS & DOORS SHALL NOT REDUCE THE REQUIRED WIDTH BY MORE THAN 7"	*
3304-D EXCPT. / ALL	DOORS IN ANY POSITION SHALL NOT REDUCE THE REQ. WIDTH BY MORE THAN HALF	*
3304-D EXCPT. / ALL	TRIM & PROJECTIONS MAY PROJECT INTO REQUIRED WIDTH 1-1/2" ON EA. SIDE	OK
3304-E / ALL	TWO OR MORE EXITS ARE REQ. SO THAT FROM ANY POINT IN EITHER DIRECTION	*
3304-E / ALL	A DEAD END CORRIDOR CANNOT EXCEED 20' IN LENGTH	*
3304-F / ALL	CHANGES IN FLOOR ELEV. SHALL BE MADE BY MEANS OF A RAMP	OK
3304-G / ALL	CORRIDOR WALLS & CEILING SHALL BE OF 1-HR.-FR CONSTRUCTION	OK
3304-G / ALL	WHEN CLG. OF ENTIRE STORY IS 1-HR-FR THE CORR. WALLS MAY TERMINATE @ FL.	OK
3304-G / ALL	NON-COMBUSTIBLE CEILINGS MAY BE SUSPENDED BELOW THE RATED CLG.	OK
3304-G / ALL	WALL AND CLG. FINISHES SEE TABLE NO. 42-B	OK

SECTION / TYPE	REQUIREMENT	COMMENT
3304-H / ALL	WHERE CORRIDOR WALLS ARE 1-HR. DOORS SHALL BE 20-MIN. RATED-CLOSURE/SEAL	NO
3304-H / ALL	GLASS SHALL BE 1/4 WIRE GLASS,DO NOT EXCEED 25% OF THE ROOM SIDE IN AREA	NO
3305-A EXCPT. / ALL	STAIRS & LADDERS USED TO SERVICE EQUIPMENT ARE EXEMPT FROM THESE REQ.	NA
3305-B / ALL	STAIRS SERVING MORE THAN 50 OCCUPANTS SHALL BE AT LEAST 44" WIDE	OK
3305-B / ALL	STAIRS SERVING LESS THAN 50 OCCUPANTS SHALL BE AT LEAST 36" WIDE	NA
3305-B / ALL	HANDRAILS MAY PROJECT INTO THE STAIR 3-1/2" ON EA. SIDE	OK
3305-C / ALL	STAIR RISE SHALL NOT BE LESS THAN 4" OR GREATER THAN 7-1/2"	OK
3305-C / ALL	STAIR RUN SHALL NOT BE LESS THAN 10"	OK
3305-G / ALL	IN DIRECT. OF TRAVEL SHALL BE AT LEAST THE SAME AS THE STAIR WIDTH	OK
3305-G / ALL	SUCH LANDING DIMENTION DOES NOT NEED TO EXCEED 4' WHEN STAIR IS STRAIGHT	OK
3305-G / ALL	DR. SWING OVER LAND'G SHALL NOT REDUCE THE LAND'G WIDTH BY LESS THAN 1/2"	OK
3305-H / ALL	WHEN A STAIR CONTINUES TO BASEM'T AN APPR'VED BARRIER MUST BE USED @ 1st	NA
3305-I / ALL	NO MORE THAN 12 VERTICAL FEET BETWEEN LANDINGS	OK
3305-J / ALL	STAIRWAYS SHALL HAVE HANDRAILS ON EA. SIDE	NO
3305-J / ALL	STAIRS WIDER THAN 88" SHALL HAVE AN INTERMEDIATE HANDRAIL	NA
3305-J / ALL	HANDRAILS SHALL PLACED BETWEEN 30" & 34" ABOVE TREAD NOSING	OK
3305-J / ALL	AT LEAST ONE STAIR RAIL SHALL EXTENDED 6" BEYOND TOP & BOT. OF STAIR	OK
3305-J / ALL	HANDRAILS PROJECTING FROM WALL SHALL HAVE A SPACE OF AT LEAST 1-1/2"	NA
3305-J / ALL	HANDRAIL GRIP SHALL BE NOT LESS THAN 1-1/4" OR GREATER THAN 2" DIA.	OK
3305-J / ALL	ALL OPENINGS WITHIN 10' HORZ. OF STAIR OPEN'G SHALL BE RATED	OK
3305-M / ALL	INTERIOR STAIR SHALL CONFORM TO PART V.	OK
3305-M / ALL	ENCLOSED USABLE SPACE UNDER THE STAIR MUST BE OF 1-HR.-FR RATED CONST.	OK
3305-M / ALL	ANY STAIRWELL THAT SERVICES FOUR OR MORE STORIES REQ. SMOKE HATCH	NA
3305-O / ALL	STAIRWAY MUST EXTEND TO THE ROOF OF BLDG. 4 STORIES OR MORE	NA
3305-P / ALL	STAIRWAY MUST HAVE A MIN. HEAD CLEARENCE OF 6'-6"	OK
3305-Q / ALL	IN STAIRWELLS OF 4 OR MORE STORIES NUMBERING SIGNAGE MUST BE INCLUDED	NA
3306-A / ALL	RAMPS SHALL CONFORM TO THIS SECTION	OK
3306-B / ALL	RAMP WIDTH IS THE SAME AS REQUIRED FOR STAIRS	OK
3306-C / ALL	RAMP SLOPE SHALL NOT EXCEED 1 VERTICAL TO 12 HORIZONTAL	*
3306-D / ALL	LANDINGS AT THE BOTTOM OF RAMPS SHALL BE 6' MIN. LONG	OK
3306-D / ALL	DOORS SHALL NOT REDUCE LANDIND WIDTH BY MORE THAN 42"	OK
3306-E / ALL	HANDRAILS ARE REQ. FOR RAMPS WITH SLOPES GREATER THAN 1 TO 15	*
3306-F / ALL	RAMP CONSTRUCTION SHALL BE THE SAME AS FOR STAIRS	OK
3306-G / ALL	RAMP SURFACE SHALL BE NON-SLIP	OK
3307-A / ALL	HORIZONTAL EXIT USED FOR A REQ. EXIT MUST FOLLOW THIS SECTION	OK
3307-B / ALL	OPENINGS IN 2HR FR WALL SHALL BE PROTECTED BY 1-1/2HR ASSEMBLIES	OK
3307-C / ALL	HORIZONTAL EXIT DISCHARGE AREA SHALL BE 30SF PER OCCUPANT	OK
3308-A / ALL	ALL STAIRS, RAMPS, AND ESCALATORS SHALL BE ENCLOSED	OK
3308-B / ALL	2HR FR CONSTRUCTION ENCLOSURE IN BLDG. WITH MORE THAN 4 STORIES	NA
3308-B / ALL	1HR FR CONSTRUCTION ENCLOSURE IN BLDG. WITH 4 STORIES OF LESS	OK
3308-C / ALL	1HR CONSTRUCTION SHALL BE PROTECTED BY 1HR DOOR OPENING ASSEMBLIES	NO
3308-C / ALL	2HR CONSTRUCTION SHALL BE PROTECTED BY 1-1/2HR DOOR OPENING ASSEMBLES	NA
3308-D / ALL	EXIT SHALL INCLUDE CORRIDOR ON THE GROUND LEVEL	OK
3308-E / ALL	PROVIDE BARRIER @ GROUND LEVEL IF STAIR GOES TO A BASEMENT	NA
3308-F / ALL	SPACE UNDER THE STAIR CAN NOT BE USED FOR ANY PURPOSE	OK
3312-A / ALL	ILLUMINATE EXITS WITH AT LEAST 1 FOOT CANDLE @ FL. LEVEL	OK
3312-B / ALL	EXIT SIGNS SHALL BE ILLUMINATED	*

SECTION / TYPE	REQUIREMENT	COMMENT
3319-A / I-3	ALL EXTERIOR DOORS SHALL OPEN IN THE DIRECTION OF EXIT TRAVEL	*
3319-C / I-3	ROOMS WITH OPEN BARS OFF CORRIDORS DO NOT NEED TO BE RATED	NA
3319-F-EXCPT. / I-3	THIS CHAP. DOES NOT CONSTRUE REQ. FOR FORCIBLY RESTRAIN OF THE INMATES	OK
3319-G / I-3	EXT.DR.CAN BE LOCKED IF RM DR CAN BE OPEN FROM THE COORID.W/O SPEC.KNOW.	NO
3802-B / ALL	FIRE SPRINKLERS ARE REQUIRED FOR TYPE I, II-FR, GROUP I-3	NO
3802-4-ECPT / ALL	DENTENTION FACILITIES MAY HAVE A DRY FIRE SPRINKLER SYSTEM	NA
3802-C / ALL	PROVIDE SPRINKLER ALARM SUPERVISION SYSTEM	NO
4300 / ALL	SEE TABLE 43-A,43-B,43-C FOR RATED FLOOR,CEILINGS,& ROOF ASSEMBLIES	OK

California Youth Authority Recommendations Summary

SECTION	RECOMMENDATION	COMMENT
4272-A-1	15SF PER PERSON	OK
4272-A-2	SUFFICIENT SEATING AT RATED CAPACITY	OK
4272-A-3	ACCESS TO WATER CLOSETS AND LAVS - 1 PER EIGHT	OK
4272-A-4	ACCESS TO A DRINKING FOUNTAIN	OK
4272-A-5	ACCESS TO AREA WITH TELEPHONE(S)	OK
4272-A-6	ACCESS TO PRIVATE ROOMS FOR INTERVIEWS	NO
4272-B	PRIVACY; SUFFICIENT LOCKED STORAGE	OK
4272-C	LIVING ACCOMODATIONS FOR NOT MORE THAN 30 MINORS	OK
4272-D-1	1 SHOWER PER SIX MINORS	OK
4272-D-2	1 WASH BASIN PER SIX MINORS	OK
4272-D-3	1 WC PER SIX MINORS OR 1 WC & 1 URINAL PER 15 BOYS	OK
4272-D-4	ACCESS TO DRINKING FOUNTAIN BY MINORS & STAFF	OK
4272-E	COMBO DF-LAV-WC IF LOCKED OR IMMEDIATE ACCESS	*
4272-F	1 ROOM FOR EACH DETENTION UNIT (MIN)	NO
4272-G	8FT WIDE; 6FT IF ROOMS ARE STAGGERED/ON ONE SIDE	OK
4272-H	9CF SECURE STORAGE FOR PERSONAL ITEMS PER MINOR	NO
4272-I	63SF FLOOR SPACE & 500CF OF AIR SPACE	*
4272-I	100SF FLOOR SPACE & 800 CF AIR SPACE	NA
4272-I	50SF FLOOR SPACE & 400 AIR SPACE PER PERSON	OK
4272-J	30X76 BED & MATTRESS PER PERSON; 36" APART; 12" OFF FLOOR	NA
4272-J	30X76 BED & MATTRESS PER PERSON; 12" OFF FLOOR	OK
4272-J	30X76 BED & MATTRESS PER PERSON; 36" APART; 12" OFF FLOOR	*
4272-K	50FC AT DESK LEVEL; NIGHT LIGHT: 2FC AT BED LEVEL	NO
4272-K	50FC AT DESK LEVEL; NIGHT LIGHT: 2FC AT BED LEVEL	NO
4272-K	50FC AT DESK LEVEL; NIGHT LIGHT: 2FC AT BED LEVEL	NA
4272-L	144SI MAX. VIEW PANEL IN DOOR	NO
4272-L	144SI MAX. VIEW PANEL IN DOOR	NA
4272-L	144SI MAX. VIEW PANEL IN DOOR	NO
4272-M	15 STUDENTS MAX	NO
4272-M	28SF MIN. PER STUDENT	NO
4272-M	160SF MIN TEACHERS PREP AREA IN EACH CLASSROOM	NO
4272-N	15SF PER PERSON BEING FED AT ANY GIVEN TIME	OK
4272-O-1	30SF CLEAR SPACE PER MINOR IN ACTIVITY ROOM	*
4272-O-2A	EQUIVALENT 90X100 HARDTOP (CAPACITY: 40 OR LESS)	OK
4272-O-2B	EQ 90X100 OR GYM & 260X260 FIELD(CAPACITY: 41-100)	NO
4272-O-2C	EQ TWO 90X100 OR GYM & 260X260 FIELD(CAPACITY: 101 +)	NO

American Bar Association Recommendations Summary

SECTION	RECOMMENDATION	COMMENT
6.12	DESK, CHAIR, SUPPLY CLOSET, TELEPHONE	OK
6.13	BUILT-IN BED; NO CHAIRS & DESKS	NO
6.13	SECURITY-TYPE TOILET-WASHBASIN FIXTURE	NO
6.14	ARM CHAIRS; LOW TABLE	NA
6.14	125SF	NA
6.14	SOUNDPROOFED; NO LISTENING DEVICES	NA
6.14	1 ROOM PER SEVEN RESIDENTS	NO
6.15	NO LAUNDRY IN SECURE DETENTION FACILITY	NO
6.15	NO SPACE PERM SET ASIDE FOR USE IN RELIGIOUS SERVICES	NO
6.16-B-C	TWIN BED/MAT; CHEST DRAWERS; DESK/CHAIR; LG CHAIR; TACKBOARDS; CLOSET	NA
6.16-B-C	TWIN BED/MAT; CHEST DRAWERS; DESK/CHAIR; LG CHAIR; TACKBOARDS; CLOSET	NO
6.16-B-C	240SF MIN (80SF PER PERSON); 12' WIDE MIN; 8'6" HIGH	NA
6.16-B-A	100SF MIN (80SF PER PERSON); 10' WIDE MIN; 180SF REC; 8'6" HIGH	NO
6.16-C	SPACE SHOULD INCLUDE GYM; ROOMS FOR PINGPONG, RADIO, TV	OK
6.16-D	ABLE TO ACCOMMODATE ALL MINORS & STAFF AT ONE SITTING	OK
6.16-D	15SF PER PERSON	OK
6.16-E	150SF FOOD PREP; 200SF FOOD STOR; 100SF SCULLERY; 250SF COLD STOR	OK
6.16-F	DISPLAY SHELVES; WORKTABLE; EASY CHAIRS; 1 CARREL PER SEVEN YOUTHS	NO
6.16-G	30SF PER YOUTH & 160 PER TEACHER (INC STORAGE)	NO**
6.16-H	APPROX 1 ACRE FOR 20 BED FACILITY	OK
6.16-I-1	20CF PER YOUTH FOR PERSONAL ITEMS NOT IN CONTINUOUS USE	NO
6.16-I-2	2000CF FOR DRY, VEGETABLE & FROZEN GOODS	OK
6.16-I-3	1600CF	OK
6.16-I-4	1600CF	OK
6.16-I-5	1200CF FOR RECREATIONAL EQUIPMENT	OK
6.16-I-6	2000CF	OK
6.16-J	FACILITY MAY HAVE A ROOM SOLELY FOR MEDICAL PURPOSES	OK
6.16-K	1 SHOWER OR BATH PER 3 OR 4 YOUTHS; DF SHOULD BE PROVIDED	NO
6.16-K	SUGGESTED VITREOUS CHINA TOILET AND WASH BASIN IN EVERY BEDROOM	NO
6.17-A	STANDARD METAL CONSTRUCTION DOOR	NO
6.17-A	STANDARD SOLID-CORE WOOD DOORS; VIEW PANEL OPTIONAL; INTERIOR SWING	NA
6.17-A	STANDARD SOLID-CORE WOOD DOORS; VIEW PANEL OPTIONAL; INTERIOR SWING	NO
6.17-A	EXIT DOORS SHOULD BE METAL WITH METAL FRAMES; HEAVY DUTY SECURITY TYPE	*
6.17-B-1	INTERIOR LATCH LOCK; EXTERIOR KEY OVERRIDE	OK
6.17-B-2A	NO LOCKS ON DOORS TO RECREATION AREAS	NO
6.17-B-2B	NO LOCKS ON DOORS TO GENERAL TOILET FACILITIES & BATHROOMS	NO
6.17-B-3A	PROVIDE INTERIOR LATCH ON TOILET STALLS; EXTERIOR KEY OVERRIDE	OK
6.17-B-3B	PROVIDE LOCKS TO ROOMS WITH LOCKERS FOR PERSONAL EFFECTS OF RESIDENTS	*
6.17-B-3C	PROVIDE LOCKS TO ROOMS FOR STORAGE OF KNIVES & CUTLERY	OK
6.17-B-3D	PROVIDE LOCKS TO ROOMS FOR STORAGE OF RECORDS & CONFIDENTIAL MATERIAL	OK
6.17-B-3E	PROVIDE LOCKS TO ROOMS OF MEDICATION & MED EQUIP LOCKERS	OK
6.17-B-3F	PROVIDE LOCKS TO ROOMS WITH EVIDENCE LOCKERS	OK
6.17-B-3G	PROVIDE LOCKS TO OUTSIDE DOORS & GATES	OK
6.17-B-3H	PROVIDE LOCKS TO ROOMS WITH STAFF LOCKERS & VISITORS' WEAPONS LOCKERS	OK

SECTION	RECOMMENDATION	COMMENT
6.17-C	ONE-TWELFTH FLOOR AREA MIN; FIREPROOF SHADE; DOMESTIC LOOK; NO BARS	OK
6.17-C	ONE-TWELFTH FLOOR AREA MIN; FIREPROOF SHADE; DOMESTIC LOOK; NO BARS	NA
6.17-D	DECORATIVE, HOMELIKE; HALLWAY & COMMON AREAS MAY BE LOW LEVEL AT NIGHT	NO
6.17-D	CENTRAL FIXTURE, ADEQUATE GEN LIGHT; INTENSE TASK LIGHT; SWITCH IN ROOM	NO
6.17-D	CENTRAL FIXTURE, ADEQUATE GEN LIGHT; INTENSE TASK LIGHT; SWITCH IN ROOM	NA
6.17-E	CONTROL OF HVAC INSIDE ROOM	NA
6.17-E	CONTROL OF HVAC INSIDE ROOM	NO
6.3	CAPACITY OF SEC DET FAC SHOULD BE 12-20	*

American Correctional Association Recommendations Summary

SECTION	RECOMMENDATION	COMMENT
2-8123	CONFORMS TO ALL APPLICABLE ZONING ORDINANCES	OK
2-8124	CONFORMS TO ALL APPLICABLE STATE AND LOCAL BUILDING CODES	NO
2-8125	SEPARATE & SELF CONTAINED UNIT	OK
2-8126	POPULATION IN HOUSING OR LIVING UNITS DOES NOT EXCEED RATED CAPACITY	OK
2-8127	DESIGNED/CONS SO THAT JUVS CAN BE GROUPED ACCORDING TO CLASSIFICATION	OK
2-8128	MIN 1 SINGLE OCCUP CELL/ROOM THAT PROVIDES CONTINUING STAFF OBSERVATION	NO
2-8129	DESIGNATED EXITS PERMIT PROMPT EVACUATION OF JUVENILES & STAFF IN EMER	OK
2-8130	PROPERLY POSITIONED, CLEAR, DISTINCTLY & PERMANENTLY MARKED	OK
2-8130	HOUSING & PLACES OF ASSEMBLY FOR 50 OR MORE HAVE TWO EXITS	OK
2-8131	SECURED PERIMETER SO THAT JUVS REMAIN WITHIN; ACCESS TO PUBLIC IS DENIED	OK
2-8132	NO MORE THAN 25 JUVENILES EACH LIVING UNIT	OK
2-8133	SYSTEM TO ENSURE HEALTHFUL & COMFORTABLE LIVING/WORKING CONDITIONS	NO
2-8133	AS DETERMINED BY THE TASK TO BE PERFORMED	NO
2-8133	1 TOILET & 1 LAV FOR EVERY FIVE; ACCESS TO SHOWERS AND DF	NO
2-8134	CO-ED FACILITY PROVIDES FOR CO-ED ACTIVITIES	NO
2-8135	SPACE IS PROVIDE FOR SECURE STORAGE OF SECURUTY EQUIP	OK
2-8136	WATER FOR SHOWERS IS TEMPERATURE CONTROLLED	OK
2-8137	DESIGNED FOR SINGLE-OCCUP;MULTIPLE-OCCUP NOT EXCEEDS 20% UNIT BED CAP	OK**
2-8138	70sf MIN MEASURED FROM INTERIOR WALLS;EXCLUDES PLUMBING CHASES & COLUMN	*
2-8139	BED AT ABOVE FLOOR LEVEL, STORAGE SPACE	OK
2-8139	NATURAL LIGHT (CAN BE FROM A SOURCE WITHIN 20 FT OF THE ROOM)	OK
2-8139	ACCESS TO TOILET W/O STAFF ASSISSTANCE; LAV/DRINKING WATER, HOT/COLD	NO
2-8140	35sf OF FLOOR SPACE PER JUVENILE	OK
2-8141	MALE/FEMALE DON'T OCCUPY SAME SLEEPING ROOMS; MAY BE HOUSED IN SAME UNIT	OK
2-8142	VENTILATION IS AVAILABLE IN THE EVENT OF A POWER FAILURE	OK
2-8143	TOTAL ACTIVITY AREA OUTSIDE SLEEPING ROOMS PROVIDES 100sf PER JUVENILE	NO
2-8144	15sf FLOOR SPACE PER PERSON OCCUPYING DINING AREA	OK
2-8145	WHEN FACILITY PROVIDES FOOD SERVICE, KITCHEN HAS AT LEAST 200sf	OK
2-8146	CLASSROOMS ARE DESIGNED IN CONFORMITY WITH LOCAL OR STATE ED REQ	OK
2-8147	THERE IS A VISITING AREA THAT ALLOWS FOR PRIVACY DURING VISITS	NO
2-8148	WELL DRAINED AREA AT LEAST TWICE AS LARGE AS INDOOR ACTIVITY AREA	NO
2-8149	SPACE IS AVAILABLE FOR RELIGIOUS SERVICES	OK
2-8150	FACILITY HAS CENTRAL MEDICAL ROOM WITH MED EXAM FACILITIES	OK
2-8151	IF SEPARATE FROM LIVING UNIT, EQUIPPED WITH PLUMBING AND SEC FURNISHINGS	NO
2-8152	INTERVIEW SPACE AVAILABLE IN OR NEAR THE LIVING UNIT	NO
2-8153	IN EA HOUSING UNIT; PHONE, ENABLES SUPERVISION OF GENERAL LIVING AREA	OK
2-8153	USED FOR COMMUNICATIONS, STAFF CONFERENCES AND STORAGE OF UNIT RECORDS	OK
2-8154	THERE IS SECURE STORAGE PROVIDED FOR STORAGE OF JUVENILE'S PROPERTY	*
2-8155	STORAGE ROOMS FOR CLOTHING, BEDDING & SUPPLIES (RECEPTION & HOUSING)	OK
2-8156	CLOSETS LOCATED IN EA PRINCIPAL AREA AND ARE WELL VENTILATED	OK
2-8157	SEPARATE AND ADEQUATE SPACE IS PROVIDED FOR MECHANICAL EQUIPMENT	OK
2-8159	INT FINISHES:LIVING AREAS,EXITS & PUBLIC ASSEMBLY MEET FIRE SAFETY CODES	OK
2-8160	FACILITY IS BUILT/EXPANDED ONLY AFTER NEEDS EVALUATION HAS BEEN PREPARED	OK

SECTION	RECOMMENDATION	COMMENT
2-8162	GEOG ACCESSIBLE TO JUVENILE JUSTICE AGENCIES, FAMILIES & FRIENDS	OK
2-8163	A WRITTEN PROGRAM PHILOSOPHY IS DEVELOPED	OK
2-8164	ROOMS, DAYROOMS & PROGRAM STAFF OFFICES ARE IN CLOSE PROXIMITY	OK
2-8165	PROVIDES FOR THE REMOVAL OF ARCHITECTURAL BARRIERS TO HANDICAPPED	NO
2-8166	HCP JUVS ARE HOUSED IN ROOMS DESIGNED FOR THEIR USE;PROVIDE MAX INTERACT	NO
2-8167	PUBLIC AREAS ARE ACCESSIBLE & USABLE BY HANDICAPPED STAFF & VISITORS	NO
2-8168	AT LEAST 80% OF ALL BEDS ARE IN ROOMS DESIGNED FOR SINGLE OCCUPANCY	OK
2-8169	SEPARATE AND DISTINCT FROM SLEEPING AREA WHICH IS IMMEDIATELY ADJACENT	OK
2-8169	35sf PER JUVENILE; EXCLUDING CIRCULATION CORRIDORS 3'w IN FRONT OF ROOMS	OK
2-8169	THERE IS A DAYROOM FOR EACH HOUSING UNIT OR DETENTION ROOM CLUSTER	OK
2-8174	PROVISION FOR ADEQUATE FIRE PROTECTION SERVICES	NO
2-8176	NONCOMBUSTIBLE RECEPTACLES FOR COMBUSTIBLE REFUSE READILY ACCESSIBLE	NO
2-8177	EXITS ARE DISTINCTLY & PERMANENTLY MARKED, CONTINUOUSLY VISIBLE	OK
2-8178	ACCESS TO ALTERNATE POWER SOURCE TO MAINTAIN ESSENTIAL SERVICES IN EMER	NO
2-8179	APPROVED FIRE ALARM SYSTEM & AUTOMATIC DETECTION SYSTEM	NO
2-8183	FIRE ALARM & AUTOMATIC DETECTION SYSTEM MONITORED BU STAFF 24 HRS	NO
2-8185	THE FACILITY MAINTAINS A CONTROL CENTER	NO
2-8228	PROVISIONS FOR ADEQUATE STORAGE/LOADING & GARBAGE DISPOSAL FACILITIES	OK
2-8239	THERE ARE HAIR CARE SERVICES AVAILABLE TO JUVENILES	NO

San Francisco Juvenile Court

Daniel Weinstein
Supervising Judge

San Francisco Juvenile Probation Department
Dennis Sweeney
Chief Probation Officer

Byron Bray
Senior Supervising Probation Officer

Don Carlson
Director of Juvenile Hall

Janet Medina
Dennis Doyle
John Giannini
Supervising Counselors

Janet Shalwitz
Director of Medical and Psychiatric Clinics

Gloria Burchard
Principal of Woodside Learning Center

Jim Sutro
Building Superintendent

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The Jefferson Associates' planning team wishes to acknowledge the contributions of YGC staff, members of our Citizens' Advisory Committee, and public agencies who provided many hours of their time and valuable insights during the open planning process that led to this product.

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Don Carlson, Director, Juvenile Hall
Ray Hearne, Black Employees Association
Stephen La Plante, Mayor's Special Investigator
Rich Perino, Probation Officers' Association
Peter Rodriguez, Assistant to Judge, Juvenile Court
Dr. Janet Shalwitz, Director, Adolescent Medicine
Nadia Stafford, Director, Probation Services

CITIZENS' ADVISORY COMMITTEE

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Keith Choy, Chinatown Youth Center
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Michael Gonzales, Young Community Developers
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Lucille Ramstetter, Coastline Community Advisory Board
Damon Rowden, Youth Representative
Mitch Salazar, Real Alternatives Program
George Suncin, Horizons Unlimited

CITY AGENCIES

Department of Architecture
City Attorney's Office
County Clerk
Department of Social Services
District Attorney's Office
Mayor's Office
Police Department
Public Defender's Office
Sheriff's Department
Superior Court Judges
Unified School District
Volunteer Auxiliary